INDIVIDUAL LEARNING PROGRAM

ELECTIVE CATALOG
1996

Electives are open to the students
attending the Advanced Program
Management Course (APMC) for
supplementation of the APMC core curriculum.

Participation by DSMC graduates
is encouraged for continuing education
on a space available basis.

For information or questions about the electives
call Sharon Boyd or Lisa Hicks (703) 805-5196 or
boyds@dsmc.dsm.mil

TABLE OF CONTENTS
ELECTIVE DESCRIPTIONS

TABLE OF CONTENTS
ELECTIVE DESCRIPTIONS
(CONTINUED)

TABLE OF CONTENTS
ELECTIVE DESCRIPTIONS
(CONTINUED)

002

TITLE: RELAXATION AND STRESS REDUCTION

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 10 **CLASSROOM HRS:** 8 (Two Classes: First Class--4 hours; Second Class--4 hours)

OUTSIDE PREP HRS: 2 to 3 hours

CLASS SIZE: MIN - 1 **MAX -** 30

INSTRUCTOR: D. FUJII/MANAGERIAL DEVELOPMENT DEPT/BLDG 202/RM 202/EXT (703) 805-4973

SPONSOR: D. FUJII/MANAGERIAL DEVELOPMENT DEPT/BLDG 202/RM 202/EXT (703) 805-4973

PURPOSE AND OBJECTIVES: This elective is designed to help the student who has **never had a course in stress management** and is interested in learning different relaxation techniques to cope with stress. If you have taken a course or workshop in stress management, **do not** sign up for this elective.

PRESENTATION METHOD: The purpose of the first class is to enable the learner to recognize his or her symptoms of stress, to master the technique of deep diaphragmatic breathing, and to practice active progressive relaxation. Lecture, discussion, videotapes, exercises, and biofeedback equipment will be used. The learners will form into teams and each team will select a specific relaxation technique to teach their classmates. During the second class, each team will guide their fellow learners in applying the specific relaxation technique instead of merely describing it. The emphasis during the second class is on having the participants learn how to use and apply the different relaxation techniques.

REMARKS: During the first class (4 hours), you will receive an overview of the nature of stress and its symptoms; identify your individual sources of stress; learn how to use the GSR2 and other biofeedback devices; and practice deep breathing, desk stretching exercises, and progressive relaxation. During the second class (4 hours), you will practice specific relaxation exercises such as autogenic training, visualization, and meditation. The majority of the stress management techniques requires a willingness to try techniques that are new and unfamiliar. **Sign up only if you are serious about managing your stress, if you have never taken a course or workshop in stress management, and if you**

are willing to try techniques that are totally unfamiliar to you. Due to a limited number of GSR2 units, **enrollment will be closed after 30 students have registered.** A waiting list will be maintained to fill vacancies created by persons withdrawing.

007

TITLE: NUCLEAR SURVIVABILITY AND HARDENING

FUNCTIONAL DISCIPLINE: Systems Engineering (SE)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: **MIN** - 4 **MAX** - 420

INSTRUCTOR: OFFICE OF TECHNOLOGY APPLICATIONS
DEFENSE SPECIAL WEAPONS AGENCY (DSWA)

SPONSOR: R. ZITTEL/SYSTEMS ENGR DEPT/BLDG 208/RM 111/EXT (703) 805-5267

PURPOSE AND OBJECTIVES: This elective provides an elementary understanding of the effects of nuclear weapons and the concepts of nuclear survivability and hardening. Topics covered include DOD policy and procedures, current nuclear proliferation threat (unclassified) and how program managers should develop and conduct nuclear survivability programs.

PRESENTATION METHOD: Lecture/Discussion by guest lecturers from DNA. A "need-to-know" handout of relevant publications, brochures, points of contact, definitions, and other important information is provided to course participants.

REMARKS: Subject area is not covered in core APMC lessons.

SCOPE: This is an overview level treatment to familiarize PMs with the impacts Nuclear Issues have on program cost and schedule.

WHO SHOULD ATTEND: Students who anticipate assignments in Command and Control Communications (C^3) development or Space Based platform development.

010

TITLE: COMPETITION EVALUATION MODEL

FUNCTIONAL DISCIPLINE: Contract Management (CM)

CREDIT HRS: 2 **(INDIVIDUAL STUDY) OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 1 **MAX** - 420

INSTRUCTOR: F. MENEELY/CONTRACT MGT DEPT/BLDG 204/RM 200/EXT (703) 805-4478

SPONSOR: F. MENEELY/CONTRACT MGT DEPT/BLDG 204/RM 200/EXT (703) 805-4478

PURPOSE AND OBJECTIVES: To provide students with a methodology for conducting a cost benefit analysis to determine if it is cost effective to have two production sources for the system.

PRESENTATION METHOD: This elective is available on an individual study basis with the instructor. It is designed around a cost benefit model entitled "The Competition Evaluation Model" and its use as an analytical tool to help decision makers determine if dual sourcing pays. The model uses standard progress curve theory as the starting point for analysis and calculates savings (costs) based on assumptions made about the competitors. Copies of the model and a user's manual that provides instruction for its use are available from the instructor. After exercising the model, the student presents his/her analysis to the instructor. Interested students should contact the instructor to develop a plan of action.

PREREQUISITES: This elective builds upon the contract management lessons in APMC. It relates to various other APMC lessons and scenarios concerning acquisition strategy and techniques for establishing and maintaining competition during the production phase of a system acquisition.

020

TITLE: MANAGEMENT OF CONSTRUCTION VERSUS PRODUCTION

FUNCTIONAL DISCIPLINE: Manufacturing Management (MM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 1 **MAX -** 420

INSTRUCTOR: F. FRISCH/RESEARCH, CONSULTING AND INFO DIV/BLDG 205/RM 121/EXT (703) 805-5418

SPONSOR: F. FRISCH/RESEARCH, CONSULTING AND INFO DIV/BLDG 205/RM 121/EXT (703) 805-5418

PURPOSE AND OBJECTIVES: Construction in the abstract is defined as the making of one unique unit and production is the making of an infinite amount of identical units. Reality is somewhere in between these abstract extremes. Shipbuilding is used as an example for a product tending heavily toward construction and to explain typical construction problems in management.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: Information is not contained in core APMC.

022

TITLE: STRUCTURING MULTIPLE INCENTIVE CONTRACTS

FUNCTIONAL DISCIPLINE: Contract Management (CM)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 30

INSTRUCTOR: W. SUMMERS/ACADEMIC PROGRAMS DIV/BLDG 207/RM 113/EXT (703) 805-5151

SPONSOR: W. SUMMERS/ACADEMIC PROGRAMS DIV/BLDG 207/RM 113/EXT (703) 805-5151

PURPOSE AND OBJECTIVES: Initially provide a brief review and expansion on the structuring of cost only incentive contracts. Then provide a systematic process for structuring multiple incentive contracts. Learn how to select incentive parameters, develop appropriate incentive values, and conduct trade-off analysis on how performance incentives interrelate.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: Since the use of firm fixed price contracts during the development of weapon systems is highly discouraged, program management personnel are more actively pursuing the use of incentive type contracts to motivate contractors toward the achievement of higher levels of performance where substantial Government benefit exist. The use of multiple incentive contract arrangements, used primarily on NASA and Air Force space programs in the past, provide enhanced motivational tools for the PM.

024

TITLE: GOAL-SETTING 101, OR "WHAT DO I DO WITH THE REST OF MY LIFE?"

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 8 **CLASSROOM HRS:** 8 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 3 **MAX** - 30

INSTRUCTOR: D. DECOURSEY/EDUCATION DEPT/ BLDG 205/RM 212/EXT (703) 805-5422

SPONSOR: D. DECOURSEY/EDUCATION DEPT/ BLDG 205/RM 212/EXT (703) 805-5422

PURPOSE AND OBJECTIVES: To introduce you to (or refresh your memory about) fundamental techniques for setting (i.e., choosing) and achieving personal and career goals and to expose you to the abundance of goal-setting materials available to assist you in the pursuit of your goals.

PRESENTATION METHOD: Lecturettes, videos, individual and group exercises. We usually start with a "needs assessment" to find out what you are looking for, and then use some stimulating materials to get ourselves focused and to begin to answer participants' questions, like:

- How do I know what goals to set?
- Where do I go with my life from here?
- What should my goals be?
- What is realistic?
- How do I keep on track toward my goals?
- How do I resolve conflicts between my career goals and my personal goals?

We won't have all the answers, and we won't be able to lay out a new "life direction" for you in only 8 hours, but perhaps we can provide some ideas or suggestions that will help you decide which way you want to go, and begin moving you in that direction.

REMARKS: This elective presents thoughts and ideas that will be beneficial to managers, in general, but that are not directly related to defense systems acquisition management. There will be references to the Bible and to aspects of spiritual growth as well as to personal, professional, and financial growth. You will be asked to participate and to share some personal experience (i.e., this is not just a lecture--you will be asked to get involved).

NOTE: You are invited to bring your spouses to this class. You can register them for the class by filling out a registration form that will be available from your section leader.

028

TITLE: TECHNICAL REVIEWS AND SYSTEMS ENGINEERING: AN INTEGRATED GOVERNMENT/INDUSTRY STRATEGIC PERSPECTIVE

FUNCTIONAL DISCIPLINE: Systems Engineering (SE)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 70

INSTRUCTOR: MR. FRED DEHNER/SANDERS, A LOCKHEED MARTIN COMPANY

SPONSOR: R. REED/FACULTY DIV/BLDG 206/RM 61/EXT (703) 805-2764

PURPOSE AND OBJECTIVES: This material will enhance Program/Technical Manager understanding of the system engineering process as well as the need for and basis of a tailored, integrated Government - Industry technical review process to ensure enhanced operational capabilities for the U.S. Armed Forces.

PRESENTATION METHOD: Lecture/Discussion centered around the use and rationale behind EIA/IS 632 as well as the Sanders system engineering process model.

REMARKS: This elective presents an integrated Government - Industry perspective to ensure that the system engineering process on a program has been properly punctuated by technical design reviews. The intent is to emphasize the use of a system engineering management process that will yield the "first and every time" an integrated, producible, and supportable design delivered in an operationally effective and suitable system. The timing, staging, and appropriateness of industry and government technical reviews are discussed and illustrated through presentation of the Sanders system engineering process and its correspondence to the intent of EIA/IS 632. The risks associated with calendar driven rather than event driven technical reviews are presented. The elective builds upon the material presented in the APMC course and emphasizes operational user need satisfaction as the only real objective for the system engineering process.

031

TITLE: DEFENSE MAPPING AGENCY (DMA) AND IMPACT ON WEAPON SYSTEM ACCURACY

FUNCTIONAL DISCIPLINE: Acquisition Policy (AP)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 25

INSTRUCTORS: GUEST INSTRUCTORS FROM THE DEFENSE MAPPING SCHOOL (DMA) POC: MAJOR JEFFREY HAAK (703) 805-2977

SPONSOR: L. HICKS/PROGRAM MGT EDUC DIV/BLDG 226/RM 107/EXT (703) 805-2549

PURPOSE AND OBJECTIVES: The purpose of this elective is to familiarize program managers with basic concepts of Mapping, Charting, and Geodesy (MC&G) data for the system acquisition process. Awareness of MC&G requirements has become increasingly important as technology develops "smarter" weapon systems. It is, therefore, **ESSENTIAL** that MC&G requirements be considered from milestone zero in the system concept phase with reassessments at each milestone. The Defense Mapping Agency must be actively involved through this process to ensure the customer will have adequate data coverage upon delivery of the weapon system at Initial Operating Capability (IOC). Failure to assess these considerations can lead to millions of dollars in cost overruns when there is no MC&G data support available during the test and development phases, thus causing fielding schedules delays. Also, system managers must be aware how geodetic/geophysical data such as gravity and precise/accurate coordinates can have direct impact on the success or failure of the weapon system performance. This is a system **showstopper** without the proper DMA products and data to execute their mission and guide their weapon.

PRESENTATION METHOD: Coordinate and GPS (2 hours) includes an overview of how gravity and geodetic coordinates affect weapon system delivery, an understanding of how regional and global map reference systems (datums) influence weapon system accuracy, DMA product accuracy, and how this can effect system design and performance, the Global Positioning System (GPS), GPS accuracy and limitations, differential GPS, and the impact of GPS on navigation and weapon systems. DMA Digital Products (1 1/2 hours) provides an introduction to DMA digital standards, current products, and those presently under development.

REMARKS: This elective presents material to future managers of programs about the importance of MC&G in the success or failure of the performance of a weapon system. Managers MUST be aware of the trends in GPS in the civilian and military community, how geodetic coordinate data accuracy impacts combat operations, how DMA supports the Unified commanders in a crisis or contingency, who should be identifying hard copy and soft copy geographic information needed to execute their mission and guide their weapon systems, and understand why UTM grid and geodetic coordinates must be on a common global reference system in support of theater operational requirements.

NOTE: This elective will be conducted at the Defense Mapping School, Building 220, Room 218, three blocks from DSMC. Maps will be distributed prior to the elective. Parking is available in the back and side of building 220. Classification level of instruction will be unclassified.

033

TITLE: RISK MANAGEMENT APPLIED TO MANAGEMENT CONTROL OF ACQUISITION PROGRAMS

FUNCTIONAL DISCIPLINE: Systems Engineering (SE), Cost and Schedule Control (CS)

CREDIT HRS: 5 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 1

CLASS SIZE: MIN - 1 **MAX -** 70

INSTRUCTOR: B. RUDWICK/SYSTEMS ENGINEERING DEPT/BLDG 208/RM 102/EXT (703) 805-5254

SPONSOR: B. RUDWICK/SYSTEMS ENGINEERING DEPT/BLDG 208/RM 102/EXT (703) 805-5254

PURPOSE AND OBJECTIVES: This elective has dual objectives: (1) To understand the analytical processes used in assessing, analyzing and handling risk, and (2) How to apply these techniques to the process of evaluating and controlling an acquisition program or contract. The elective will address one of the most important problems facing a Program Management Office: How to control a development program or contract, particularly when you sense that the program/contract contains a number of high risk elements or may be underfunded. A step-by-step approach, discussing various available strategies for handling this problem, will be presented. The following issues will be addressed:

- How does Risk Management relate to other Acquisition Reform initiatives such as Cost as the Independent Variable (CAIV)?
- How Acquisition Reform and the three Integrated Process Teams (IPT's) can help the PM during the program.
- What is meant by risk?
- What are the major risks which can occur during a program?
- What is Risk Management and what is its relationship to Management Control?
- What are the major situations or times over the life of a program when Risk Management should be considered?
- How should one organize to deal with Risks?
- What strategies can be followed to minimize cost overruns?

PRESENTATION METHOD: To accomplish these objectives, several problem-oriented scenarios which occur over the life of a program will be analyzed:

Scenario 1: Pre-Contract RFP Phase: How to use the Draft RFP as a vehicle for obtaining planning information which can aid the government in better matching their final Statement of Work to the budget available.

Scenario 2: Initial Program Evaluation: How to review a contractor's development program plan to estimate how well the program is expected to meet its system objectives in terms of stated performance characteristics, date of system availability, cost constraints, and the risks and uncertainties associated with these characteristics. How to manage these uncertainties.

Scenario 3: Implementation and Control: How to use the results of the review to properly control the contract during its implementation phase.

REMARKS: The instructor will present the results of a consulting effort on this subject which he led in NAVAIR. The approach to be presented has been well received at the PM and PEO levels as well as members of OSD DDR&E, OSD Performance Management, and Acquisition Reform.

The primary objective of this elective is to show how to integrate, extend and apply the principles and techniques discussed in APMC lessons in Cost and Operational Effectiveness Analysis, Cost Analysis of Development Programs, as well as lessons in Cost/Schedule Control and Technical Performance Measurement, to an integrated process of management planning and control of the development phases of acquisition (the three scenarios previously defined). The instructor will demonstrate how keyprinciples (and "buzz words") presented in these lessons, plus various strategies for handling risk, can be integrated together to instruct and motivate the contractor to better control a development effort.

063

TITLE: ADA PROGRAMMING LANGUAGE OVERVIEW

FUNCTIONAL DISCIPLINE: Software Management (SM)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX -** 30

INSTRUCTOR: TBD

SPONSOR: C. GALVAN/SOFTWARE MGT DEPT/BLDG 207/RM 223/EXT (703) 805-3679

PURPOSE AND OBJECTIVES: Provide an overview and status of the Ada programming language. New features of Ada 95 will be discussed.

PRESENTATION METHOD: Lecture/Discussion.

080

TITLE: THE RIGHT STUFF

FUNCTIONAL DISCIPLINE: Managerial Development (MD), Principles of Program Management (PM)

CREDIT HRS: 3 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 1

CLASS SIZE: MIN - 7 **MAX** - 40

INSTRUCTOR: O. GADEKEN/EDUCATION DEPT/BLDG 205/RM 208/EXT (703) 805-5425

SPONSOR: O. GADEKEN/EDUCATION DEPT/BLDG 205/RM 208/EXT (703) 805-5425

PURPOSE AND OBJECTIVES: What characteristics distinguish DOD's best acquisition program managers? DSMC sought the answer to this question in a study which identified the competencies (technical expertise, management, and leadership skills) possessed by selected program managers from the service acquisition commands. The study was based on the premise that the best way to find out what it takes to be a good program manager is to analyze the job's outstanding performers and identify what they do that makes them so effective. The study included in-depth interviews with program managers and a follow-on survey of acquisition professionals. This elective will cover the study methodology, findings and implications for students as they enter or return to the acquisition management environment.

PRESENTATION METHOD: Lecture summarizing study findings/video segment of program manager interview/student small group exercises/discussion of implications for students.

REMARKS: A copy of the study results and methodology will be provided.

090

TITLE: PHILOSOPHY OF ETHICS AND MORAL DECISION MAKING

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 1 **MAX** - 420

INSTRUCTOR: A. SCAFATI/EDUCATION DEPT/BLDG 205/RM 209/EXT (703) 805-5424

SPONSOR: A. SCAFATI/EDUCATION DEPT/BLDG 205/RM 209/EXT (703) 805-5424

PURPOSE AND OBJECTIVES: This course will briefly examine the major ethical theories and their relationship with the world of acquisition management. More importantly it deals with the clarification of the personal ethical and moral position of the student. The course will cover topics such as the application of ethical principles of morality in an acquisition and business context, special responsibilities of the various roles in business relationships, and moral issues underlining certain acquisition problems.

PRESENTATION METHOD: The course will utilize the case study methodology. Students will be expected to read (ahead) a case study and, after a minimum period of lecture/discussion, to develop a common base of understanding to identify the various role players, their moral and ethical responsibilities, and their theoretical ethical philosophy.

Depending on the size of the class the class will be divided into groups for discussion and conclusions. Each group will be asked to report their analysis to the class and be prepared to answer challenges to their thesis.

REMARKS: This case will support managerial development lessons.

093

TITLE: ALLIED PROCUREMENT - IT'S DIFFERENT

FUNCTIONAL DISCIPLINE: International Acquisition (IN)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 6 **MAX** - 15

INSTRUCTOR: D. HOOD/SCHOOL OF PROGRAM MGT/BLDG 226/RM 112/EXT (703) 805-4593

SPONSOR: D. HOOD/SCHOOL OF PROGRAM MGT/BLDG 226/RM 112/EXT (703) 805-4593

PURPOSE AND OBJECTIVES: To highlight some of the political, cultural, and business practice differences and their effect on Allied & U.S. procurement and equipment acquisition processes, and their potential impact on working with EU, WEAG, OSCE & Partnership for Peace Nations.

PRESENTATION METHOD: Overview Lecture and Class Discussion.

REMARKS: Had any experience working with "fixed price with escalation" type contracts or "no offset package - don't even bother to visit us." Are you violating the AECA and don't even know it?

101

TITLE: MANAGERIAL MIND

FUNCTIONAL DISCIPLINE: Managerial Development (MD), Principles of Program Management (PM)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 1/2

CLASS SIZE: MIN - 5 **MAX -** 35

INSTRUCTOR: M. KRAUSE/SCHOOL OF PROGRAM MGT/BLDG 226/RM 220/EXT (703) 805-4642

SPONSOR: M. KRAUSE/SCHOOL OF PROGRAM MGT/BLDG 226/RM 220/EXT (703) 805-4642

PURPOSE AND OBJECTIVES: To have fun and gain new insights. At the end of this class, participants will know their "brain dominance" preference(s), and comprehend the influence brain hemispheric functioning has on individual and managerial performance. Through class activities, participants will understand how a "whole brain" approach impacts the management of a program. As an added benefit, you may also understand why some people are all work and no play; or all play and no work.

PRESENTATION METHOD: The class will use instrumented feedback, lecture/discussion, and group exercises. Participants will learn about their own brain dominance, and how their preferences affect life and managerial styles.

REMARKS: The Herrmann Participant Survey needs to be completed at least two weeks prior to the class. This class complements the Myers-Briggs Type Indicator, and provides an alternative model of human functioning. Spouses or significant others are invited to join you. Also, you may wish to read Ned Herrmann's book, The Creative Brain (HF5548.8.H47X) prior to class.

NOTE: Please see elective #117 for an off-schedule version of this elective. (Each version covers the same material). The off-schedule version enables you to take this elective at a time which is mutually convenient between you and Mike Krause.

115

TITLE: SOFTWARE CAPABILITY EVALUATION (SCE)

FUNCTIONAL DISCIPLINE: Software Management (SM)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX -** 30

INSTRUCTOR: TBD

SPONSOR: L. DELLINGER/SOFTWARE MGT DEPT/BLDG 207/RM 221/EXT (703) 805-5419

PURPOSE AND OBJECTIVES: The purpose of this elective is to acquaint program managers with Software Capability Evaluation as an important adjunct to source selection. The Software Engineering Institute's procedures for Software Capability Evaluation augment the acquisition process with capability measurement, in part by determining a contractor's strengths and weaknesses in key software management and engineering processes. In addition, it establishes "software capability" as a criterion for source selection by providing an orderly way to compare offerers' software capability against a standard set of criteria. This method should be used to augment software risk assessment steps currently used in source selection and contract monitoring. The method has been applied in competitive bids for several programs at the Naval Air Development Center, the Air Force Electronic Systems Division, and the Army Communications and Electronics Command.

PRESENTATION METHOD: The elective is intended for program office personnel who may be involved in software related source selections. The instructor will present a three hour interactive orientation session to familiarize the students with SCE.

REMARKS: This elective offers the opportunity to learn a new SEI developed evaluation technique for selecting capable software contractors. This technique is used to effect improvements in contractors' software process performance and aid in selecting the contractor with the least risk.

117

TITLE: MANAGERIAL MIND (OFF-SCHEDULE VERSION)

PLEASE SEE 101 FOR DESCRIPTION.

THIS VERSION OF THE ELECTIVE WILL MEET AT DATE(S) AND TIMES TO BE ARRANGED. Options include before and/or after class, e.g., 0700 to 0800 for three days; 1530 to 1700, or at lunch for two days. THIS WILL FREE STUDENTS TO TAKE OTHER ELECTIVES DURING INDIVIDUAL LEARNING PERIODS.

MINIMUM OF 1 STUDENT.

125

TITLE: INTRODUCTION TO GROUP SUPPORT SYSTEMS

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 3 **MAX -** 25

INSTRUCTORS: W. MCGOVERN/RESEARCH, CONSULTING & INFO DIV/BLDG 205/RM 116/EXT (703) 805-5401

SPONSOR: W. MCGOVERN/RESEARCH, CONSULTING & INFO DIV/BLDG 205/RM 116/EXT (703) 805-5401

PURPOSE AND OBJECTIVES: To give students and faculty an appreciation for innovations in group decision making, group problem solving, and deliberation. We will talk about groupware as we know it, and some imminent innovations. We will use the Management Deliberation Center's networked computers and software to demonstrate the group support capabilities that are available at DSMC.

PRESENTATION METHOD: Lecture, discussion, and hands-on experience with Electronic Meeting System Software.

NOTE: If you sign up for this elective, do not sign up for Elective 206, "Using GroupSystems Software for Program Management" - subject matter significantly overlaps.

129

TITLE: PC/SECURITY VIRUS AWARENESS

FUNCTIONAL DISCIPLINE: Software Management (SM)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 1 **MAX -** 20

INSTRUCTOR: J. DIMLER/AUTOMATION SVCS DEPT/BLDG 209/RM 113/EXT (703) 805-3753

SPONSOR: J. DIMLER/AUTOMATION SVCS DEPT/BLDG 209/RM 113/EXT (703) 805-3753

PURPOSE AND OBJECTIVES: To expose participating students to various security issues occurring in the workplace, responsibilities for protecting government information from compromise, types of known PC viruses by description and demonstration, utilization of scan programs to identify and clean where possible, and discussions on ramifications of storing illegal software on PC's, and security problems resulting from World Wide Web access.

PRESENTATION METHOD: Session is divided into 2 parts.

Part I describes various security problems and is divided into 3 segments;

1. Overall security awareness issues
2. Demonstrations of various types of known viruses, both simulated and real, and how scan programs can identify and/or clean the viruses from programs
3. General security issues as related to the workplace and ramifications resulting from improper security controls.

Video presentations, on-line demonstrations, and overall discussions are the presentation methods used.

Part II describes how viruses can infect a college environment even with anti-virus products installed. Also to describe how easy it is to have unauthorized personnel access or use both internally or via the World Wide Web (WWW) utilizing a company owned computer. The session is divided into 3 subsections:

1. Descriptions of real life experiences at DSMC of viruses occurring even though anti-viral products were installed before August 1995. Sources of the viruses, viruses that surfaced are identified, and descriptions of damages to systems

that occurred are discussed. Also multiple occurrences of the same virus on a diskette are discussed. Emphasis is placed on the need to manually or automatically scan all diskettes even if an anti-virus TSR is active, and if a virus is found and "cleaned", the need to rescan for reoccurrences of the same virus is emphasized.

2. Descriptions of real life experiences at DSMC of viruses that occurred or were detected between Aug 1995 and Mar 1996. Resulting defensive measures, awareness articles and policy documents are discussed.

3. Descriptions of real life experiences at DSMC of certain unofficial use activities via the WWW sites utilizing the DSMC servers. This includes both while at work and via modem dial-in to the DSMC server. The ease with which these sites can be accessed is discussed. Accessed sites include financial, games, and so called "adult" sites. Efforts at preventive measures (policy documents and directives) are described and included as sample handouts.

Each attendee with be furnished a handout describing the sessions.

REMARKS: This elective will give the attendees a better feel for their responsibilities for protecting company information from compromise, the numerous viruses that exist in the PC world, and the ramifications resulting from using illegal software. It will show students reasons why so much emphasis is placed on running a various SCAN program against any outside software before loading on the PC's. It will also show vulnerabilities that exist when using the World Wide Web (WWW). Finally it will give the attendees a feel for what to watch for when they manage their projects on future assignments.

131

TITLE: UK ACQUISITION: WHAT WE CAN LEARN FROM THE BRITISH

FUNCTIONAL DISCIPLINE: International Acquisition (IN)

CREDIT HRS: 3 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 1

CLASS SIZE: MIN - 7 **MAX** - 40

INSTRUCTOR: O. GADEKEN/EDUCATION DEPT/BLDG 205/RM 208/EXT (703) 805-5425

SPONSOR: O. GADEKEN/EDUCATION DEPT/BLDG 205/RM 208/EXT (703) 805-5425

PURPOSE AND OBJECTIVES: To provide participants with an overview of the UK acquisition process and evaluate its strengths and weaknesses relative to the US system.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: This elective will compare and contrast the US and UK acquisition organizations, policies, and current issues. A major focus will be to contrast the roles, environment, and competencies of program managers in each country. The session will include videotaped interviews with UK military and civilian program managers. The presenter, Dr. Gadeken, served as a visiting fellow at the Royal Military College of Science for seven months where he gathered the data for this presentation.

133

TITLE: INTRODUCTION TO ACQUISITION REPORTING FOR MAJOR DEFENSE ACQUISITION PROGRAMS

FUNCTIONAL DISCIPLINE: Acquisition Policy (AP)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 30

INSTRUCTORS: OUSD(A)API/PM PERSONNEL

SPONSOR: W. WEEDMAN/COST AND SCHEDULE MGT DEPT/BLDG 206/RM 107/EXT (703) 805-3787

PURPOSE AND OBJECTIVES: This executive level elective provides an overview of acquisition policy and reporting as it applies primarily to major defense acquisition programs (MDAPs). The purpose, content, and interrelationships of the Acquisition Program Baseline (APB), the Defense Acquisition Executive Summary (DAES), the Selected Acquisition Report (SAR), and Nunn-McCurdy Unit Cost Reporting are discussed. The APB is between the Program Manager and appropriate Acquisition Executive which is prepared initially at Milestone I and subsequently revised at major milestone decisions or breaches of the current approved APB. The DAES is a quarterly report that is designed to provide OSD advance indications of both potential and actual program problems before they become significant. The SAR is a program status report required by law and sent to Congress annually with quarterly exceptions. Nunn-McCurdy Unit Cost Reporting is a legal requirement which has been incorporated in the quarterly DAES reports, in exception SARs, and in SecDef program certifications. This elective will also discuss the Consolidated Acquisition Reporting System (CARS), which is a large automated management information system used by over 100 program offices, PEOs, and OUSD (A) staff to generate required acquisition baselines/reports and to support program analysis.

PRESENTATION METHODS: The overview of acquisition reporting requirements for MDAPs will be covered during the first three hours and can accommodate 30 participants. An overview of CARS and its SAR Cost Variance Module will follow.

REMARKS: This elective presents detailed materials and exposure to acquisition reporting policy and software systems not specifically addressed in APMC.

135

TITLE: CERTIFIED PROFESSIONAL CONTRACTS MANAGER (CPCM) EXAM PREPARATION

FUNCTIONAL DISCIPLINE: Contract Management (CM)

CREDIT HRS: 20 **CLASSROOM HRS:** 13 **OUTSIDE PREP HRS:** 30

CLASS SIZE: MIN - 4 **MAX -** 20

INSTRUCTOR: F. MENEELY/CONTRACT MGT DEPT/BLDG 204/RM 200/EXT (703) 805-4478

SPONSOR: F. MENEELY/CONTRACT MGT DEPT/BLDG 204/RM 200/EXT (703) 805-4478

PURPOSE AND OBJECTIVES: The CPCM program, implemented in 1974, recognizes individuals who have obtained a high level of education, experience and training in the procurement and contracting profession. For those individuals with a contracting background, the Advanced Program Management Course offers the additional knowledge, along with outside study, to support preparation for the CPCM exam. The DSMC Contract Management faculty can aid individuals in setting up a study forum for the exam.

PRESENTATION METHOD: Individual/Group Study.

REMARKS: Qualified applicants for the CPCM program must have a bachelor's degree, a minimum of 192 hours of instruction in eight procurement and procurement-related areas, and a minimum of two years of procurement experience. They must also successfully complete the six hour essay exam held in January and June each year at numerous locations across the country.

NOTE: Additional information can be obtained from the sponsor.

136

TITLE: UNDERSTANDING PERSONAL APPROACHES TO CREATIVITY, CHANGE AND INNOVATION

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX** - 30

INSTRUCTOR: D. CHAPLA/MANAGERIAL DEVELOPMENT DEPT/ BLDG 202/RM 211B/EXT (703) 805-4974

SPONSOR: D. CHAPLA/MANAGERIAL DEVELOPMENT DEPT/BLDG 202/RM 211B/EXT (703) 805-4974

PURPOSE AND OBJECTIVES: To provide participants with an assessment of their styles of creativity and problem-solving and decision-making. To assist the individual in developing skills for team-building and managing change and innovation within organizations.

PRESENTATION METHOD: Participants complete short (33-question) self-report survey instrument--Kirton Adaption-Innovation Inventory or KAI--10 days prior to class meeting. KAI results are fed back with interpretive comment during class. Discussion to cover application of KAI "style" theory to personal approaches to creativity, problem solving and decision making. Examines implications for organizational culture, team-building, and managing change and innovation. Discusses relationship to Myers-Briggs Type Indicator.

REMARKS: Less than 20 minutes required to complete KAI instrument.

140

TITLE: PARALLEL SUPERCOMPUTING

FUNCTIONAL DISCIPLINE: Software Management (SM)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX -** 20

INSTRUCTOR: DR. H. STEPHEN MORSE/MRJ, INC.

SPONSOR: H. ALBERTS/RESEARCH, CONSULTING & INFO DIV/BLDG 205/RM 114/EXT (703) 805-3464

PURPOSE AND OBJECTIVES: This course provides a detailed overview of the current state-of-the-art in parallel supercomputing. Major computer architecture categories (SIMD, MIMD, Shared and Distributed Memory, etc.) are discussed (explained and illustrated) using real-world examples. Also discussed are software issues, including automatic parallelization and parallel programming languages. A course highlight is a discussion of a methodology which permits system managers to match applications to alternative computer architectures.

PRESENTATION METHOD: Lecture/Discussion. Participants will receive a copy of viewgraphs used in presentation.

REMARKS: Parallel computer architectures will play increasingly important roles in defense systems, for two reasons: First, at the high performance end, these architectures offer the only electrically feasible approach for achieving required two to three order-of-magnitude performance improvements; second, at the mid-to-low end, these architectures (in smaller configurations) can provide a high level of performance at substantial cost/performance improvements over conventional sequential computers. It is likely, (perhaps inevitable), that defense systems managers will face decisions regarding which (if any) of these machine architectures are most suitable and what the larger space of tradeoffs might be (taking into account the full range of operational requirements). This course provides the technicaland managementbackground necessary to pursue such a decision process successfully.

144

TITLE: MALCOLM BALDRIGE NATIONAL QUALITY AWARD (MBNQA) CRITERIA, UTILIZATION, AND BENEFITS

FUNCTIONAL DISCIPLINE: Manufacturing Management (MM)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 8 **MAX** - 30

INSTRUCTOR: J. MCGOVERN/MANUFACTURING MGT DEPT/BLDG 209/RM 218/EXT (703) 805-3770

SPONSOR: J. MCGOVERN/MANUFACTURING MGT DEPT/BLDG 209/RM 218/EXT (703) 805-3770

PURPOSE AND OBJECTIVES: The Malcolm Baldrige criteria is the most widely accepted definition of "Total Quality Management (TQM)". Hundreds of thousands of applications have been distributed throughout the world.

This course will not only review the background of MBNQA, but will address the various ways it is being used. One use of the criteria, i.e., self-assessment, will be emphasized.

PRESENTATION METHOD: Lecture, discussion and case studies. Class will be given excerpts from a 1996 MBNQA case to evaluate and gain familiarization with the process.

REMARKS: The instructor is a former Malcolm Baldrige examiner and has also been active in the use of the criteria for self-assessment.

161

TITLE: ALL ABOUT THE OSD CAIG

FUNCTIONAL DISCIPLINE: Funds Management (FM)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX -** 35

INSTRUCTOR: G. PENNETT/OSD PA&E/RM 2C310 PENTAGON/(703) 695-7282

SPONSOR: R. BOHLS/FUNDS MGT DEPT/BLDG 206/RM 203/EXT (703) 805-3599

PURPOSE AND OBJECTIVES: This course is presented from the perspective of an OSD analyst and is designed to prepare the student to deal with the OSD Cost Analysis Improvement Group (CAIG) review. Preparing for and successfully negotiating the path through the OSD acquisition review process is one of the major challenges for the PM and the program office. The requirements for data, analyses, cost estimates, and documentation are frequently not well understood. In many cases, the type of issues and questions raised at the OSD CAIG review are not addressed during the service review of the program. Topics to be addressed include: What is the CAIG? How does the CAIG review affect the program? Current practice concerning cost estimates; What the CAIG looks at/for; and OSD/military department differences.

PRESENTATION METHOD: Lecture/Discussion/Case Study/Q&A.

169

TITLE: SYSTEMS ENGINEERING PERCEPTIONS AND PRACTICE

FUNCTIONAL DISCIPLINE: Systems Engineering (SE)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX -** 25

INSTRUCTOR: H. ALBERTS/RESEARCH, CONSULTING & INFO DIV/BLDG 205/RM 114/EXT (703) 805-3464

SPONSOR: H. ALBERTS/RESEARCH, CONSULTING & INFO DIV/BLDG 205/RM 114/EXT (703) 805-3464

PURPOSE AND OBJECTIVES: This course provides an overview of the systems engineering process--how it was originally conceived and how it should be practiced. It provides some insights gained over 42 years of systems engineering practices.

The requirements for systems engineering in future acquisition programs are discussed in terms of DSMC's extensive examination of acquisition process difficulties, potential solutions for current problems within the present acquisition system, and the ongoing work of developing alternative acquisition options urgently required to meet national security requirements within the likely budgetary and other constraints.

PRESENTATION METHOD: Lecture/Discussion. Participants will receive copies of selected DSMC Technical Manager Advanced Workshop Reports and other reports on workshops conducted for the USD(A) as well as copies of any charts used in the discussion.

REMARKS: Defense budgets are likely to decrease remarkably over the next few years. Decreases of up to 50% from FY 1990 funding levels are discussed. There will almost certainly be a reduced industrial capacity devoted exclusively to defense needs. Such changes in our national environment will very likely change both the acquisition process and the way in which systems engineering is practiced within it.

This discussion will describe some likely future environments for both government and industry and the practical role of systems engineering in such circumstances.

172

TITLE: THE BLIMP IS BACK--AIRSHIPS THEN AND NOW

FUNCTIONAL DISCIPLINE: Principles of Program Management (PM), Systems Engineering (SE)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 30

INSTRUCTOR: M. MEARS/SCHOOL OF PROGRAM MGT/BLDG 226/RM 204/EXT (703) 805-4566

SPONSOR: M. MEARS/SCHOOL OF PROGRAM MGT/BLDG 226/RM 204/EXT (703) 805-4566

PURPOSE AND OBJECTIVES: To acquaint students with the design characteristics of modern day airships compared to those of past airships. Basing, training, and employment methods being used for airships today will be discussed.

The elective includes an overview of the principles of airship flight, gas management, fly-by-light flight controls, ground handling, and other airship peculiar design factors. Unique problems such as training a government team in the "lost art" of airship design then applying modern methods and state-of-the-art technology and materials to the design will be included. Examples of design tradeoff analyses, Federal Aviation Administration/Civil Aviation Authority (United Kingdom's FAA) interface, and dealing with offshore contractors will be addressed.

PRESENTATION METHOD: Lecture, class discussion, and video tape.

REMARKS: The presenter was program manager/engineering manager for the Naval/DARPA/Air Defense Initiative Airship Program (YEZ-2A) for five years (concept exploration through engineering development). He has flown a majority of the airship types in use today.

178

TITLE: SYSTEMS ANALYSIS FOR EFFECTIVE PLANNING

FUNCTIONAL DISCIPLINE: Systems Engineering (SE)

CREDIT HRS: 5 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 1-2

CLASS SIZE: MIN - 6 **MAX** - 60

INSTRUCTOR: B. RUDWICK/SYSTEMS ENGINEERING DEPT/BLDG 208/RM 102/EXT (703) 805-5254

SPONSOR: B. RUDWICK/SYSTEMS ENGINEERING DEPT/BLDG 208/RM 102/EXT (703) 805-5254

PURPOSE AND OBJECTIVES: This elective presents the key principles of systems analysis as a logical, systematic problem solving process, rather than the advanced mathematics of operations research. The elective will illustrate how this critical thinking or inquiry process can be applied in the following acquisition situations:

1. A major objective will be to illustrate how this planning process is used to incorporate the new acquisition reform initiatives such as: Cost as the Independent Variable (CAIV); Integrated Product and Process Teams (IPPT); and Single Process Initiative. As such, this elective can be viewed as Part I of the CAIV initiative. Part II of this series is presented in Elective 033, Risk Management Applied to Management Control of Acquisition Programs.

2. How to properly evaluate alternative system improvements, in a logical fashion so as to convince higher authority to fund the program.

3. Application of the evaluation method to not only offensive and defensive systems, but also to support systems such as command, control, communications, computers, intelligence (C^4I) systems, airlift, sealift systems, training systems, logistic systems, etc., as well as "best value" source selection.

4. The use of this same method for generating new or additional alternatives for improving a system or work process, including its relationship to Total Quality Management (TQM), and cost reduction such as the recent C-17 cost reduction effort.

5. Application of systems analysis to long-range, strategic planning.

PRESENTATION METHOD: Lecture/Discussion.

181

TITLE: "ANY FUTURE IN DEFENSE"--AN INDUSTRY VIEW

FUNCTIONAL DISCIPLINE: Manufacturing Management (MM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 6 **MAX -** 18

INSTRUCTORS: D. HOOD/SCHOOL OF PROGRAM MGT/BLDG 226/ RM 112/EXT (703) 805-4593
SUPPORTED BY EIA STAFF REPRESENTATIVES

SPONSOR: D. HOOD/SCHOOL OF PROGRAM MGT/BLDG 226/RM 112/EXT (703) 805-4593

PURPOSE AND OBJECTIVES: To highlight, through the use of EIA studies, some of the information available to the management of DOD contractors as they downsize or withdraw from the defense business.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS:

- You are the new PM--you need a system built. Will there be anybody left who can and will be willing to build it?

- Are we heading for "No Bid" as a standard industry response?

- Session will explore the impact of Defense Downsizing on U.S. contractors, using the "Electronic Industries Association" 10 year forecast reports.

183

TITLE: PREPARATION FOR PROJECT MANAGEMENT PROFESSIONAL (PMP) EXAMINATION

FUNCTIONAL DISCIPLINE: Principles of Program Management (PM)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 15 **MAX** - 60

INSTRUCTOR: DR. J. DAVIDSON FRAME, FORMER DIRECTOR OF CERTIFICATION, PROJECT MANAGEMENT INSTITUTE (PMI); AND CURRENTLY DIRECTOR, INTER-NATIONAL CENTER FOR PROJECT MANAGEMENT EXCELLENCE, GEORGE WASHINGTON UNIVERSITY, WASHINGTON, D.C.

SPONSOR: W. BAHNMAIER/PRINCIPLES OF PROG MGT DEPT/BLDG 202/RM 223/EXT (703) 805-4980

PURPOSE AND OBJECTIVES: The Project Management Institute (PMI) administers a Project Management Professional (PMP) certification exam several times yearly. PMI is an international, non-profit professional association dedicated to advancing the state-of-the art in project management. Certification provides those working in the project management field with a structured method to aid professional development. Benefits of certification are enhancement of knowledge, skills, and visibility as a project management professional. Certification is conferred after successfully completing the application process (which includes acceptance by PMI of applicant's education and experience credentials), plus passing the PMP certification exam). Elective is designed to orient APMC students taking the Project Management Professional (PMP) exam on scope of exam. Successful application to take exam, plus passing 8 functional parts of exam, are required for PMP certification. Each functional area of exam is covered fully or in part during ISAC and APMC so students have substantial grounding in exam material.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS:

The first available exam date for APMC 96-2 graduates is 7 December 96 at: Albuquerque, NM; Atlanta, GA; Auckland, New Zealand; Austin, TX; Baltimore, MD; Birmingham, AL; Boca Raton, FL; Calgary, Alberta, Canada; Cambridge, MA; Charlotte, NC; Cleveland, OH; Dallas, TX; Dayton, OH; Denver, CO; Dhahran, Saudi Arabia; Frankfurt, Germany; Greensboro, NC; Houston, TX; Jakarta, Indonesia; Kansas City, MO; Lagos, Nigeria; Las Vegas, NV; Madison, WI; Mansfield, OH; Milwaukee, WI; Montreal, Quebec, Canada; New York, NY; Northern Alberta, Canada; Oak Ridge, TN; Omaha, NE; Orlando, FL; Piscataway, NJ; Portland, OR; Redmond, WA; Rochester, NY; Sacramento, CA; St. Paul, MN; Southfield, MI; Tampa, FL; Toronto, Ontario, Canada; Venezuela; Villanova, PA; Washington, DC; Wellington, New Zealand; Winnipeg, Manitoba, Canada.

If you are a PMI member (dues are normally $90/year; however only $10 for APMC students), the additional cost to take the exam is a $25 application fee plus a $150 exam fee. For non-PMI members, the cost is a $40 application fee plus a $225 exam fee. Elective date is tentatively scheduled on-campus for 1800-2100, the evening of 7 November 1996.

192

TITLE: PROGRAM MANAGER'S WORKSTATION

FUNCTIONAL DISCIPLINE: Manufacturing Management (MM)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 6 **MAX -** 40

INSTRUCTOR: MR. ERNIE RENNER, OFFICE OF THE ASSISTANT SECRETARY OF THE NAVY (RESEARCH, DEVELOPMENT, AND ACQUISITION) BEST MANUFACTURING PRACTICES PROGRAM

SPONSOR: B. HARTZELL/MANUFACTURING MGT DEPT/BLDG 209/RM 217/EXT (703) 805-3768

PRESENTATION METHOD: Lecture/Hands-on System Demonstration.

PURPOSE AND OBJECTIVES: This elective provides an overview of the current program manager's workstation database system developed for the Navy. The elective will provide the student with the information required to use the database system.

REMARKS: The Program Manager's Workstation (PMWS) is a dynamic new advance in the acquisition process. An expert system, the PMWS is an event-driven decision assistance tool that provides **Knowledge**, **Insight**, and **Experience**, to buyers (Government) and developers (Contractors) through state-of-the-art computer technology.

KNOWLEDGE - through KNOW-HOW, a software program that can speed access to information by up to 95%

INSIGHT - through TRIMS, a technical risk identification and mitigation program

EXPERIENCE - through BMP-NET, a dial-in Best Practices network

The system is being used by organizations of all services and industry in a developmental and testing phase. The information and system software are available to program offices of all services at no cost.

203

TITLE: COMMERCIAL PRACTICES - DESKTOP IV CASE STUDY

FUNCTIONAL DISCIPLINE: Contract Management (CM), Principles of Program Management (PM)

CREDIT HRS: 3 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 1

CLASS SIZE: MIN - 4 **MAX** - 420

INSTRUCTOR: N. MCDANIEL/PRINCIPLES OF PROGRAM MGT DEPT/BLDG 202/RM 219/EXT (703) 805-4985

SPONSOR: C. BROWN/RESEARCH, CONSULTING & INFO DIV/BLDG 205/RM 105/EXT (703) 805-5404

PURPOSE AND OBJECTIVES: This elective demonstrates the application of several "COMMERCIAL PRACTICES" in a real life situation--the Desktop IV Computer Acquisition Program. "COMMERCIAL PRACTICES" covered include Market Research and Surveys, Best Value, Source Selection, Documentation and Specification Practices, Non Development Items (NDI), Warranties, and programmatic practices.

PRESENTATION METHOD: Case Study.

REMARKS: This elective was developed around the DSMC Commercial Practices for Defense Acquisition Guidebook and illustrates several of the practices as well as their inhibitors.

204

TITLE: SHIPBUILDING

FUNCTIONAL DISCIPLINE: Manufacturing Management (MM)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX -** 40

INSTRUCTOR: B. F. TIBBITTS/JOHN J. MCMULLEN ASSOC/EXT (703) 412-3161

SPONSOR: G. LEBOEUF/EXECUTIVE INSTITUTE/NAVY CHAIR/BLDG 202/RM 205/EXT (703) 805-4857

PURPOSE AND OBJECTIVES: This elective provides an overview of the naval ship design and procurement process. It will provide the student information on the following:

a. The complexity and challenges of the naval ship design, acquisition, and construction process

b. The roles of the Program Manager (SHAPM, PEO, or DRPM), Participating Managers (PARMs), Naval Sea Systems Command (NAVSEA) engineers, shipbuilding industry, Supervisor of Shipbuilding (SUPSHIP), Board of Inspection and Survey (INSURV) and Assistant Secretary of the Navy (Research, Development and Acquisition) ASN(RDA) from prior to Milestone 0 through delivery of IOC.

c. The state of the naval shipbuilding program, the state of the U.S. shipbuilding industry, and the impact of each upon the other.

d. How the process is being “re-engineered” by new tools such as simulation based design and new approaches such as Acquisition Reform.

PRESENTATION METHOD: Lecture with handouts.

REMARKS: Some have asserted that "ships are different," and therefore they should be designed and acquired different to other major weapon systems. For many years these differences were tactitly accepted by decision makers as justifying tailoring of the ship acquisition process. This no longer appears to be the

case, as naval ship acquisitions are more and more being required to abide by the "letter of the law." In many respects, however, ships are different. This elective will describe these differences, as well as the similarities with other acquisition programs.

206

TITLE: USING GROUPSYSTEMS SOFTWARE FOR PROGRAM MANAGEMENT

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 3 **MAX** - 25

INSTRUCTOR: W. MCGOVERN/RESEARCH, CONSULTING & INFO DIV/BLDG 205/RM 116/EXT (703) 805-5401

SPONSOR: W. MCGOVERN/RESEARCH, CONSULTING & INFO DIV/BLDG 205/RM 116/EXT (703) 805-5401

PURPOSE AND OBJECTIVES: To demonstrate how the Management Deliberation Center and the GroupSystems software (an electronic meeting system) can help external clients (PMOs, PEOs, and senior-level DOD managers) and how the software can be used for PM purposes.

PRESENTATION METHOD: With hands on the equipment, we will map the use of the GroupSystems tools to your (or your client's) program management document development strategy. We will show you some ways to focus your client group, using the electronic meeting system to allow individuals to work in parallel to get the task done in half the time or less. If you have functional expertise or experience in the development of any program management planning document, or might in the future work with a PMO group to develop a planning document, call us several days ahead so that we can focus the elective on some real-world examples.

REMARKS: The DSMC Management Deliberation Center (MDC) supports DSMC faculty and staff in their work with various DOD groups, including PMOs, PEOs, and senior-level DOD managers. With DOD downsizing, all of these groups are trying to do more work with fewer resources. This includes PMO groups involved in document development and the analysis and planning that must be done during the preparation of a planning document. Time is often wasted while groups struggle in organizing around the task, resolving issues and disagreements, determining what information resources are applicable and available, dividing and assigning the writing tasks, compiling the individual inputs, conducting murder boards, making revisions, and gathering stakeholder approvals. Groups often flounder as they learn (or re-learn) what it is they are doing. For example, it is not unusual for Acquisition Plans to be in development for 4 months

and Source Selection Plans (for large programs) to take as long as 6 months. The development of planning documents in virtually all functional areas takes much longer than it should.

NOTE: If you sign up for this elective, do not sign up for elective 125 "Introduction to Group Support Systems" - subject matter significantly overlaps.

210

TITLE: COST VARIABLES: EXCHANGE RATES, INFLATION AND QUANTITY

FUNCTIONAL DISCIPLINE: Manufacturing Management (MM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 1 **MAX -** 420

INSTRUCTOR: F. FRISCH/RESEARCH, CONSULTING AND INFO DIV/BLDG 205/RM 121/EXT (703) 805-5418

SPONSOR: F. FRISCH/RESEARCH, CONSULTING AND INFO DIV/BLDG 205/RM 121/EXT (703) 805-5418

PURPOSE AND OBJECTIVES: Exchange rates, inflation and ordering quantity are influencing the cost of a product. None of those three variables are under the control of the PM nor its civilian counterpart. But all three variables are interconnected by the "foreign content" of a product and the "capital/labor ratio" of the production process. Those interactions are explained and a method to develop rational expectations is outlined in theoretical form with practical application.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: Information is not contained in core APMC.

211

TITLE: DECISION DRIVERS FOR MANAGEMENT: AN INTERNATIONAL COMPARISON

FUNCTIONAL DISCIPLINE: International Acquisition (IN)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 1 **MAX** - 420

INSTRUCTOR: F. FRISCH/RESEARCH, CONSULTING & INFO DIV/BLDG 205/RM 121/EXT (703) 805-5418

SPONSOR: F. FRISCH/RESEARCH, CONSULTING & INFO DIV/BLDG 205/RM 121/EXT (703) 805-5418

PURPOSE AND OBJECTIVES: DSMC, jointly with the German Military Academy in Mannheim, sponsored a pilot study conducted by the Georgetown University, Washington, D.C. and the Institute for World Economy of the University of Kiel, Germany. The purpose of the pilot study was the development of the reasons for different management strategies in the United States and Europe and its relationship to the robustness of the defense industry to budget cuts. Differences in law, education, corporate structure, banking and other areas are explained.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: Information is not contained in core APMC.

212

TITLE: INDUSTRIAL BASE RESEARCH: AN OVERVIEW

FUNCTIONAL DISCIPLINE: Manufacturing Management (MM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 1 **MAX -** 420

INSTRUCTOR: F. FRISCH/RESEARCH, CONSULTING & INFO DIV/BLDG 205/RM 121/EXT (703) 805-5418

SPONSOR: F. FRISCH/RESEARCH, CONSULTING & INFO DIV/BLDG 205/RM 121/EXT (703) 805-5418

PURPOSE AND OBJECTIVES: Political scenarios, military requirements and economic forces are changing and leaders and managers have to cope with those changes which are essentially unpredictable. They must make decisions in a timely fashion to the best of their knowledge and judgment. And here, research enters. Research should provide the knowledge which "might" be needed in the future. To some degree this is possible. Research, "for teaching purposes", should be able to explain "why" things are as they are. These are the two purposes of industrial base research. A research concept will be sketched, selected topics highlighted, past results presented, and foremost, suggestions and critique solicited.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: Information is not contained in core APMC.

217

TITLE: ACQUISITION REFORM, STREAMLINING DEFENSE ACQUISITION

FUNCTIONAL DISCIPLINE: Acquisition Policy (AP)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 20 **MAX** - 60

INSTRUCTOR: G. KRIKORIAN/EXECUTIVE INSTITUTE/NSIA CHAIR/BLDG 202/RM 131/EXT (703) 805-4944
T. DOLAN/EXECUTIVE INSTITUTE/VISITING PROFESSOR/ACQUISITION LAW CHAIR

SPONSOR: G. KRIKORIAN/EXECUTIVE INSTITUTE/NSIA CHAIR/BLDG 202/RM 131/EXT (703) 805-4944

PURPOSE AND OBJECTIVES: To provide students current and timely insight on the status of the acquisition reform initiatives in OSD, Congress and the acquisition community.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: This elective will provide insight on OSD acquisition reform initiatives starting with a review of the recommendations submitted to the Congress by the Acquisition Law Advisory Panel (Section 800 Panel) followed by FASA-94, FARA 95, FAR/DFAR implementation, and 1996 Acquisition Reform Legislation included in S-1745/HR 3230. Discussion will center on OSD priority actions underway in undertaking a comprehensive reform effort to streamline DOD's acquisition system. Current status of Acquisition Reform implementation will also be addressed while focusing on the impact of change affecting the acquisition workforce and the PM office.

221

TITLE: QUALITY FUNCTION DEPLOYMENT

FUNCTIONAL DISCIPLINE: Manufacturing Management (MM)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 1 **MAX -** 36

INSTRUCTOR: R. BARBERO/MANUFACTURING MGT DEPT/BLDG 209/RM 219/EXT (703) 805-5087
D. SCHMITZ/MANUFACTURING MGT DEPT/BLDG 209/RM 215/EXT (703) 805-3765

SPONSOR: R. BARBERO/MANUFACTURING MGT DEPT/BLDG 209/RM 219/EXT (703) 805-5087
D. SCHMITZ/MANUFACTURING MGT DEPT/BLDG 209/RM 215/EXT (703) 805-3765

PURPOSE AND OBJECTIVES: Provide the student with a practical understanding of a specific management tool (Quality Function Deployment) for translating customer requirements into specific engineering requirements. Provide an overview and understanding on how to implement the prescribed methodology, how this methodology can be used to shorten the development cycle while improving quality and reducing cost. **NOTE:** Accomplishing the requirements process correctly is critical to a program's success, especially as requirements change. Having a structured methodology does not assure success, but it does dramatically reduce program risks. Additionally, QFD provides the vehicle for identifying critical characteristics so that limited resources can be logically applied and provides a document trail for decision makers.

PRESENTATION METHOD: Presentation will combine overhead, informal group discussions, and classroom exercises. The primary focus will be on practical exercises utilizing the methodology for translating and assigning customer requirements into technical requirements for each stage of product development and production. The exercise will utilize a rubber band powered balsa airplane.

REMARKS: No outside reading is required prior to the class.

NOTE: Do not take this elective if you have already been exposed to QFD and are familiar with how a “House of Quality” is built.

229

TITLE: FACTORY SIMULATION AND THEORY OF CONSTRAINTS WORKSHOP

FUNCTIONAL DISCIPLINE: Manufacturing Management (MM)

CREDIT HRS: 8 **CLASSROOM HRS:** 8 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX -** 30

INSTRUCTOR: D. OSTERHUS/MANUFACTURING MGT DEPT/BLDG 209/RM 209/EXT (703) 805-3776

SPONSOR: D. OSTERHUS/MANUFACTURING MGT DEPT/BLDG 209/RM 209/EXT (703) 805-3776

PURPOSE AND OBJECTIVES: Provide students with a practical (hands-on) understanding how simulation is to be employed in examining, assessing, and modifying design characteristics and related manufacturing processes to achieve required capacity and cost demand. The class will involve gathering data from an existing production line; and using the SIMFACTORY™ simulation software package to help in improving the capacity and equipment use of the production line.

PRESENTATION METHOD: The class will consist of short presentation-discussions on factory simulation. Followed by exercises involving production line analysis, simulation, and theory of constraints principles.

The production simulation exercise will involve producing construction paper "Redwagon" kits using an existing production line, gathering production line data, inputting that data into a simulation model of the line, running the model, analyzing the output, and "modifying" the line/model to correct a capacity shortfall. A "Poker-Chip Production" exercise will be used to gain insight into the principles of Synchronous Production (Theory of Constraints).

Participants will be provided the opportunity to learn what it takes to build, run, and do analysis using a factory/process simulation.

SUGGESTED OPTIONAL READING:

Chase, Richard B.; Production and Operations Management: A Life Cycle Approach, 6th edition; TS155.C424:

A. Chapter 15, Supplement; "Simulation," pp 787 - 817.
B. Chapter 18, "Synchronous Production," pp 906 - 946.

230

TITLE: INTRODUCTION TO REMOTELY SENSED IMAGERY (RSI) AND GEOGRAPHIC INFORMATION SYSTEMS (GIS)

FUNCTIONAL DISCIPLINE: Acquisition Policy (AP)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 25

INSTRUCTORS: GUEST INSTRUCTORS FROM THE DEFENSE MAPPING SCHOOL (DMA) POC: MAJ DOUGHERTY (703) 805-2975

SPONSOR: L. HICKS/PROGRAM MGT EDUC DIV/BLDG 226/RM 107/EXT (703) 805-2549

PURPOSE AND OBJECTIVES: The purpose of this elective is to familiarize program managers with basic concepts and applications of Remotely Sensed Imagery (RSI) such as the LANDSAT and SPOT imagery and how RSI is being used extensively in battlefield management planning systems. RSI plays a significant role throughout DOD in military application using Geographic Information System (GIS), a computer-based system designed to serve as a management tool for manipulating various geographic data such as RSI, DMA digital data, and order of battle information, thus allowing the field commander to simulate and model the battlefield for better battlefield management.

PRESENTATION METHOD: Introduction to Remotely Sensed Imagery (RSI) and Geographic Information System (GIS) (1 hour) consists of an overview of RSI, the current and proposed earth resource satellite availability (i.e., LANDSAT 6 and 7), applications of RSI, Spectral Reflectance, Introduction to GIS, and major functions/uses of GIS. Introduction to RSI and GIS will include hands-on practical exercises (1.5 hours) in basic fundamental in RSI and GIS. The RSI practical exercise consists of LANDSAT imagery manipulation, imagery enhancement, and creating terrain databases for terrain analysis. The GIS practical exercise will involve taking the databases created from RSI and working through a simulated battlefield scenario using GIS techniques. DMA Digital Data (.5 hours) includes demonstration of various standardized DMA digital products currently being used through DOD on C^3I mission planning systems as well as future DMA prototype digital products.

REMARKS: Program managers should be aware of growths and trends in RSI and GIS community and increased use of these productions on C^3I systems

throughout DOD. This elective is a **MUST** course for those managers of programs that rely on LANDSAT/SPOT imagery and digital data to execute their mission and guide their weapon systems.

NOTE: This elective will be conducted at the Defense Mapping School, Building 220, Room 218, three blocks from DSMC. Maps will be distributed prior to the elective. Parking is available in the back and side of building 220. Classification level of instruction will be unclassified.

231

TITLE: CONTINUOUS ACQUISITION AND LIFE-CYCLE SUPPORT (CALS)

FUNCTIONAL DISCIPLINE: Acquisition Policy (AP), Systems Engineering (SE)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 30

INSTRUCTOR(S): S. CROGNALE/CONTRACT MGT DEPT/BLDG 204/RM 201/EXT (703) 805-4470

SPONSOR: S. CROGNALE/CONTRACT MGT DEPT/BLDG 204/RM 201/EXT (703) 805-4470

PURPOSE AND OBJECTIVES: The presentation will provide participants with an introduction to Continuous Acquisition and Life-cycle Support (CALS), a joint industry and Department of Defense strategy to accelerate the use of an integrated data environment in major system acquisition, design, manufacture, and support. CALS will provide an effective transition from the current paper-intensive acquisition life-cycle processes to the efficient use of electronic commerce involving vertical integration of systems.

Students will be provided with an understanding of the concepts and technology infrastructure applications to integrate appropriate CALS and Electronic Data Interchange (EDI) requirements through the acquisition and procurement process.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: This presentation will be made by representatives who are familiar with current DOD CALS policy and have hands-on experience with the implementation of CALS. This course is designed for all participants whose functional disciplines will be or have been impacted by CALS requirements. Additional information regarding CALS training is available on the CALS Homepage: WWW.ACQ.OSD.MIL/CALS.

233

TITLE: CALS TECHNOLOGY DEMONSTRATION

FUNCTIONAL DISCIPLINE: Systems Engineering (SE), Logistics (LS)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 30

INSTRUCTORS: REPRESENTATIVES OF THE NAVAL AIR WARFARE CENTER, INDIANAPOLIS, IN; PORT HUENEME, CA

SPONSOR: S. CROGNALE/CONTRACT MGT DEPT/BLDG 204/RM 201/EXT (703) 805-4470

PURPOSE AND OBJECTIVES: This elective will demonstrate Distance Learning capabilities through Video Teleconferencing applications. The demonstration will include communication with other government and industry organizations and exchange of information relating to CALS concepts.

Included will be demonstrations of the Navy CALS GCO Tool, DOD Desktop Guide, multimedia courseware, CALS homepage sites, and retrieval of current JEDMICS engineering drawings.

PRESENTATION METHOD: This is a demonstration of CALS technology as it is in use today in active programs. It will also provide some insight into future capabilities using advanced information technologies. Additional information regarding CALS training is available on the CALS homepage: WWW.ACQ.OSD.MIL/CALS.

241

TITLE: EFFECTIVE MEDIA INTERVIEWS

FUNCTIONAL DISCIPLINE: Principles of Management (PM)

CREDIT HRS: 3 **CLASSROOM HRS**: 3 **OUTSIDE PREP HRS**: 0

CLASS SIZE: **MIN** - 5 **MAX** - 30

INSTRUCTOR: G. LEBOEUF/EXECUTIVE INSTITUTE/NAVY CHAIR/ BLDG 202/RM 205/EXT (703) 805-4857

SPONSOR: G. LEBOEUF/EXECUTIVE INSTITUTE/NAVY CHAIR/BLDG 202/RM 205/EXT (703) 805-4857

PURPOSE AND OBJECTIVES: To provide a short, hard-hitting program designed to provide a quick look at the essentials for successful interviews with print or broadcast media.

PRESENTATION METHOD: Utilization of view graphs, encouraging participation by the students through continual question and answer dialogue. A VHS tape format will be utilized to demonstrate a few simple guidelines to follow in order to represent yourself and the Navy positively to the American people.

REMARKS: Mr. Gibson G. LeBoeuf, a member of the Senior Executive Service, became the Navy Chair at the Defense Systems Management College (DSMC) in August 1992. In this position, he is the senior liaison between the College and the Navy Department, advising the Commandant and the College on the latest acquisition policies, practices, and trends within the Navy. Prior to Mr. LeBoeuf's present position, he was a Department Head in the Strategic Systems Program Office, supporting the TRIDENT/POLARIS/POSEIDON Strategic Weapons Systems (SWS) Program. Before assuming the Navy Chair position at DSMC, Mr. LeBoeuf was on the staff of the Honorable Malcolm Wallop, United States Senate, where he was a Legislative Fellow primarily involved with the Senate Armed Services Committee defense-related issues.

242

TITLE: TRIDENT/POLARIS/POSEIDON - THE ANATOMY OF SUCCESSFUL PROGRAM MANAGEMENT

FUNCTIONAL DISCIPLINE: Acquisition Policy and Environment (AP)

CREDIT HRS: 2 **CLASSROOM HRS**: 2 **OUTSIDE PREP HRS**: 0

CLASS SIZE: **MIN** - 5 **MAX** - 30

INSTRUCTOR: G. LEBOEUF/EXECUTIVE INSTITUTE/NAVY CHAIR/ BLDG 202/RM 205/EXT (703) 805-4857

SPONSOR: G. LEBOEUF/EXECUTIVE INSTITUTE/NAVY CHAIR/BLDG 202/RM 205/EXT (703) 805-4857

PURPOSE AND OBJECTIVES: An examination of the features that contributed to the Fleet Ballistic Missile (FBM) Program's success - (1) Program Stability and Funding; (2) Life-Cycle Responsibility; (3) Continuity of Key Personnel; (4) Technical Expertise, and; (5) Good Management Practices. Some considerations will include:

- Why has the FBM Program, over the years, consistently met or bettered its cost, schedule, and performance goals?
- Can the features that made the FBM program a success, be applied to other Defense Acquisition Programs?
- How significant a role did the FBM Government/Industry Team play in the success of the program?
- To what extent are the six features identified by the 1986 Packard Commissions's report, as typical of successful commercial programs, found in the FBM program.
- The Case Study to be used:
  SLBM - The most survivable leg of the Trial.

PRESENTATION METHOD: Utilization of view graphs, encouraging participation by the students through continual question and answer dialogue.

REMARKS: Mr. Gibson G. LeBoeuf, a member of the Senior Executive Service, became the Navy Chair at the Defense Systems Management College (DSMC) in

August 1992. In this position, he is the senior liaison between the College and the Navy Department, advising the Commandant and the College on the latest acquisition policies, practices, and trends within the Navy. Prior to Mr. LeBoeuf's present position, he was a Department Head in the Strategic Systems Program Office, supporting the TRIDENT/POLARIS/POSEIDON Strategic Weapons Systems (SWS) program. Before assuming the Navy Chair position at DSMC, Mr. LeBoeuf was on the staff of the Honorable Malcolm Wallop, United States Senate, where he was a Legislative Fellow primarily involved with the Senate Armed Services Committee defense-related issues.

243

TITLE: FOODCORP LEADERSHIP SIMULATION

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 12 **CLASSROOM HRS:** 8 **OUTSIDE PREP HRS:** 2

CLASS SIZE: MIN - 8 **MAX** - 20

INSTRUCTORS: O. GADEKEN/EDUCATION DEPT/BLDG 205/RM 208/EXT (703) 805-5425
D. COSTELLO/EDUCATION DEPT/BLDG 205/RM 206/EXT (703) 805-5427
D. DECOURSEY/EDUCATION DEPT/BLDG 205/RM 212/EXT (703) 805-5422
M. KRAUSE/SCHOOL OF PROGRAM MGT/BLDG 226/RM 220/EXT (703) 805-4642
T. SCAFATI/EDUCATION DEPT/BLDG 205/RM 209/EXT (703) 805-5424

SPONSOR: J. MONTOYA/EDUCATION DEPT/BLDG 205/RM 211/EXT (703) 805-2857

PURPOSE AND OBJECTIVES: To provide participants with a comprehensive assessment of their key leadership and management skills.

PRESENTATION METHOD: Foodcorp was created by the New York University (NYU) Graduate School of Business as an interactive behavioral simulation designed to highlight the organizational dynamics that occur as participants address a spectrum of realistic management and leadership issues. The learning process is experiential ("learning through doing"). Foodcorp allows participants to share an experience and then step aside and become students of their own behavior. Through follow-up discussions and feedback sessions, each participant can then reflect on their personal style and its impact on their effectiveness. It is critical that you attend a one-hour introduction (normally a brown bag lunch on the class day before the workshop begins). Then, at least 2 hours of preparation will be required prior to the simulation.

246

TITLE: "MOON BASE ALPHA" (PROJECT MANAGEMENT SIMULATION)

FUNCTIONAL DISCIPLINES: Managerial Development (MD), Principles of Program Management (PM)

CREDIT HRS: 6 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 4

CLASS SIZE: MIN - 7 **MAX** - 40

INSTRUCTORS: O. GADEKEN/EDUCATION DEPT/BLDG 205/RM 208/EXT (703) 805-5425
D. DECOURSEY/EDUCATION DEPT/BLDG 205/RM 212/EXT (703) 805-5422
M. KRAUSE/SCHOOL OF PROGRAM MGT/BLDG 226/RM 220/EXT (703) 805-4642

SPONSOR: O. GADEKEN/EDUCATION DEPT/BLDG 205/RM 208/EXT (703) 805-5425

PURPOSE AND OBJECTIVES: To provide participants with a comprehensive assessment of their project management and leadership skills.

PRESENTATION METHOD: In-basket exercise followed by analysis and discussion.

REMARKS: "Moon Base Alpha" is a project management simulation which mirrors the management and leadership challenges faced by Defense acquisition program managers. As such, it puts participants into project manager roles where they face realistic technical and management challenges as they strive to integrate their projects and build a lunar base. The individually completed in-baskets are followed by feedback on the decisions and actions taken by participants as well as discussion of strengths and weaknesses of participants' individual management styles.

249

TITLE: THE CHARACTERISTICS OF SUCCESSFUL PROGRAM MANAGERS - AND TESTIFYING TO CONGRESS

FUNCTIONAL DISCIPLINE: Acquisition Policy (AP)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 420

INSTRUCTOR: G. LEBOEUF/EXECUTIVE INSTITUTE/NAVY CHAIR/ BLDG 202/RM 205/EXT (703) 805-4857

SPONSOR: G. LEBOEUF/EXECUTIVE INSTITUTE/NAVY CHAIR/BLDG 202/RM 205/EXT (703) 805-4857

PURPOSE AND OBJECTIVES: The lecturer, a successful PM in his own right (Trident/Polaris/Poseidon), has observed from senior positions, numerous well executed programs. This session discusses his view of the unique characteristics (other than the mechanics of program control) which determined the success of these programs. In addition, as a former Senior Legis Fellow, on the staff of Senator Malcolm Wallop (Senate Armed Services Committee), a discussion will be made on the differences between a service brief and a brief to congress. Areas covered will include how successful PMs dealt with upper management, and their peers, with their own team, and with Congress.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: Mr. Gibson G. LeBoeuf, a member of the Senior Executive Service, became the Navy Chair at the Defense Systems Management College (DSMC) in August 1992. In this position, he is the senior liaison between the College and the Navy Department, advising the Commandant and the College on the latest acquisition policies, practices, and trends within the Navy. Prior to Mr. LeBoeuf's present position, he was a Department Head in the Strategic Systems Program Office, supporting the TRIDENT/POLARIS/POSEIDON Strategic Weapons Systems (SWS) program. Before assuming the Navy Chair position at DSMC, Mr. LeBoeuf was on the staff of the Honorable Malcolm Wallop, United States Senate, where he was a Legislative Fellow primarily involved with the Senate Armed Services Committee defense-related issues.

256

TITLE: THE PERFORMANCE ANALYZER (PA) SOFTWARE EXECUTIVE OVERVIEW

FUNCTIONAL DISCIPLINE: Cost and Schedule Control (CS)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 20

INSTRUCTOR: P. HORNICK/COST SCHEDULE DEPT/BLDG 206/RM 105/EXT (703) 805-3764

SPONSOR: P. HORNICK/COST SCHEDULE DEPT/BLDG 206/RM 105/ EXT (703) 805-3764

PURPOSE & OBJECTIVES:

- Convey executive level techniques with use of Performance Analyzer Software

- Demonstrate PA for Windows as a PC based analysis tool designed to improve and streamline cost performance management analysis and reporting.

- Provide experience to executives in use of PA for Windows demonstrating that PA for Windows does not replace the analyst but supplements qualitative analysis.

PRESENTATION METHOD: Lecture/Discussion/Demonstration in an informal environment.

REMARKS: This elective expands on the introduction of the Performance Analyzer from the C/S portions of the APMC course.

261

TITLE: REQUIRED STRATEGY AND TASKS FOR THE FRONT END OF THE BUSINESS

FUNCTIONAL DISCIPLINE: Principles of Program Management (PM)

CREDIT HRS: 2 **CLASSROOM HRS**: 2 **OUTSIDE PREP HRS**: 0

CLASS SIZE: **MIN** - 10 **MAX** - 420

INSTRUCTOR: HONORABLE JOHN J. WELCH, JR./VISITING PROFESSOR

SPONSOR: G. LEBOEUF/EXECUTIVE INSTITUTE/NAVY CHAIR/BLDG 202/RM 205/EXT (703) 805-4857

PURPOSE AND OBJECTIVES: An explanation of the Leadership, Information, Management Framework, Financing and Decisions to achieve EMD Decision and an appropriate Acquisition Strategy. Areas to be covered include:

- Why do programs become Successful/Failure... Impact of Early Decisions and Milestones?
- What are the Principles and Needs of the Cradle-to-Grave Continuum for Programs? Are they executable?
- What are the necessary and appropriate roles for key participants-- Service, OSD, Industry?
- Accountability, Responsibility, Credibility and Trust
- Case Studies to be Covered in the Lecture:

  - F-22
  - TSSAM/TACIT RAINBOW
  - SFW

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: Mr. John J. Welch, Jr., was the Assistant Secretary of the Air Force for Acquisition responsible for research, development and acquisition activities, and the Air Force Acquisition Executive from October 1987 to May 1992. Presently, Mr. Welch is the Executive Vice President of Burdenshaw Associates,

Ltd., in Bethesda, Maryland. He has held various Vice President positions in the private sector involved with corporate business development efforts. Mr. Welch has held a variety of consultant positions with the Defense Science Board, Army Science Board, National Academy of Sciences Naval Studies, the Air Force Scientific Advisory Board, Defense Systems Management College Board of Visitors, and Air Force Visiting Professor, Senior Associate Center of Strategic and International Studies, Rand Corporation, and currently is a Visiting Professor at DSMC.

265

TITLE: DEPARTMENT OF DEFENSE--IMPLEMENTATION OF THE ACQUISITION CORPS (AC)

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: **MIN** - 15 **MAX** - 35

INSTRUCTOR: DR. JANET L. S. BROWN, CHIEF, CAMB, PERSCOM, HOFFMAN II, RM 7S37, (703) 325-2769/DSN 221-2769/FAX (703) 325-8111

SPONSOR: L. HICKS/SCHOOL OF PROGRAM MGT/BLDG 226/RM 107/EXT (703) 805-2549

PURPOSE AND OBJECTIVE: To inform and instruct participants in military and civilian the personnel management of the Acquisition Corps.

PRESENTATION METHOD: Lecture/Film/Discussion.

REMARKS: This elective provides the implementation status of Department of Defense Acquisition Corps. Department of Defense has been given the mission to develop a dedicated pool of highly qualified military and civilian acquisition specialists to fill designated critical acquisition positions while ensuring that the development of personnel systems reflects keen regard for operational realities. In carrying out this mission, each component develops, manages, and evaluates programs, policies, and procedures to recruit, select, refer, train, assign and provide career guidance to the Acquisition Corps. This course will contrast how the services carry out this mission. Every Acquisition Corps member or individuals who want to be a corps member should attend.

268

TITLE: SUCCESSFUL INTERNATIONAL COOPERATIVE ACQUISITION PROJECTS: PACRIM

FUNCTIONAL DISCIPLINE: International Acquisition (IN)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX** - 30

INSTRUCTOR: R. KWATNOSKI/SCHOOL OF PROGRAM MGT/BLDG 226/RM 111/EXT (703) 805-4592

SPONSOR: R. KWATNOSKI/SCHOOL OF PROGRAM MGT/BLDG 226/RM 111/EXT (703) 805-4592

PURPOSE AND OBJECTIVES: Describe the current reality of cooperative acquisition projects with selected Pacific Rim nations (Japan, South Korea and Australia).

Examine the differences and similarities between PACRIM and NATO/Europe cooperative acquisition projects with the United States.

Discuss the factors for successful international projects in the Pacific Rim.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: APMC students taking this elective are encouraged to take the complementary international acquisition electives. Specifically recommended is elective #355, "THE INTERNATIONAL DIMENSION OF PROGRAM MANAGEMENT: SHOULD YOU DO THIS?" and the preceding elective, #323, "SUCCESSFUL INTERNATIONAL COOPERATIVE ACQUISITION PROJECTS: NATO/EUROPE." Students not attending preceding elective #323 should have a basic understanding of international cooperative acquisition programs. ***NOTE: This is not a class on Foreign Military Sales.***

271

TITLE: ROLE OF PARTS CONTROL IN ACQUISITION LIFE CYCLE SAVINGS

FUNCTIONAL DISCIPLINE: Logistics Support (LS)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX** - 50

INSTRUCTORS: REPRESENTATIVES FROM DEFENSE LOGISTICS AGENCY (DLA)

SPONSOR: J. RIFFEE/LOGISTICS DEPT/BLDG 209/RM 021/EXT (703) 805-4658

PURPOSE AND OBJECTIVES: To provide participants with an understanding of the parts control function and its impact on the acquisition life cycle. The presentation will provide ways to shorten certain acquisition phases and, thereby, reduce program costs.

PRESENTATION METHOD: Briefing/Discussion.

REMARKS: Each time a new or improved weapon system or equipment enters the DOD inventory, it brings with it thousands of new items for stock as spares. DLA plays a vital role in the acquisition plan by providing a pragmatic approach for keeping acquisition and support costs for spare parts at a manageable level. DLA has and will continue to: (1) assist equipment or systems managers and their contractors in the selection of parts commensurate with contractual requirements, (2) minimize the variety of parts used in new design, (3) enhance interchangeability, reliability, and maintainability of military equipment and supplies, and (4) conserve resources.

272

TITLE: CONTRACT ADMINISTRATION SERVICES (CAS) EARLY INVOLVEMENT

FUNCTIONAL DISCIPLINE: Contract Management (CM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX** - 35

INSTRUCTOR: A REPRESENTATIVE FROM THE DEFENSE CONTRACT MANAGEMENT COMMAND (DCMC)

SPONSOR: A. DEHNZ/CONTRACT MGT DEPT/BLDG 204/RM 205/EXT (703) 805-4473

PURPOSE AND OBJECTIVES: To provide participants with an understanding of the Defense Contract Management Command's (DCMC) capabilities and expertise prior to contract award.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: This presentation will be given by a representative of the Defense Contract Management Command (DCMC), a command of the Defense Logistics Agency (DLA). DCMC has recently established an initiative to provide enhanced support to major acquisition programs early in the contractual cycle in ways not traditionally expected from CAS agencies. To date, DCMC has focused on participation in source selection reviews, performed contractor management system reviews along with Cost/Schedule Control System Criteria (C/SCSC) validations and supported extensive reviews of Requests for Proposal (RFP). DCMC insight regarding contractor performance/capabilities early in the acquisition process will help minimize downstream problems, maximize the use of CAS and customer resources and provide invaluable data to the decision-making process. Several examples of DCMC early involvement support will be presented for discussion.

273

TITLE: PROGRAM MANAGER/PROGRAM INTEGRATOR RELATIONSHIP

FUNCTIONAL DISCIPLINE: Contract Management (CM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX** - 50

INSTRUCTOR: A REPRESENTATIVE FROM THE DEFENSE CONTRACT MANAGEMENT COMMAND (DCMC)

SPONSOR: L. GROOME/CONTRACT MGT DEPT/BLDG 204/RM 204/EXT (703) 805-4475

PURPOSE AND OBJECTIVES: To provide participants with an understanding of the types of program and technical support services the Program Manager can request from the assigned DCMC Program Integrator who is located in or near the contractor's facility.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: This presentation will be given by a member of the Defense Contract Management Command and will focus on the tailoring of program status and technical information products and other contract management services to meet the specific needs of the individual program manager.

274

TITLE: PROCESS ORIENTED CONTRACT ADMINISTRATION SERVICES (PROCAS)

FUNCTIONAL DISCIPLINE: Contract Management (CM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: **MIN** - 10 **MAX** - 50

INSTRUCTOR: A REPRESENTATIVE FROM DEFENSE CONTRACT MANAGEMENT COMMAND (DCMC)

SPONSOR: L. GROOME/CONTRACT MGT DEPT/BLDG 204/RM 204/EXT (703) 805-4475

PURPOSE AND OBJECTIVES: To provide participants with an overview and appreciation of the different activities used when DCMC personnel work with Government contractors to improve their processes.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: The presentation will be given by a member of the DCMC and will focus on PROCAS applications.

275

TITLE: HOW DLA SUPPORTS THE PROGRAM MANAGER

FUNCTIONAL DISCIPLINE: Contract Management (CM), Logistic Support (LS)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX** - 50

INSTRUCTOR: REPRESENTATIVES OF THE DEFENSE LOGISTICS AGENCY

SPONSOR: J. RIFFEE/LOGISTICS DEPT/BLDG 209/RM 021/EXT (703) 805-4658

PURPOSE AND OBJECTIVES: To provide participants with an understanding of the Defense Logistics Agency, its mission and role in the life cycle management of weapon systems and how that role can be exploited in the weapon system development and sustainment process.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: This presentation will be given by representatives of the Defense Logistics Agency (DLA). DLA plays a major role in supporting the development and sustainment of weapons systems. DLA's role in system development includes technical data, parts control, specification development, cataloging, plant equipment, pricing, negotiations, contractor capability, contract administration, payment and quality assurance. DLA's role in sustainment includes supply support, provisioning support, distribution and disposal.

277

TITLE: A SURVEY OF THE MICROELECTRONICS INDUSTRY: BEST COMMERCIAL PRACTICES

FUNCTIONAL DISCIPLINE: Acquisition Policy (AP), Contract Management (CM), Systems Engineering (SE), Manufacturing Management (MM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 30

INSTRUCTOR: T. KAUSAL/EXECUTIVE INSTITUTE/AIR FORCE CHAIR /BLDG 202/RM 208/EXT (703) 805-3054

SPONSOR: T. KAUSAL/EXECUTIVE INSTITUTE/AIR FORCE CHAIR/ BLDG 202/RM 208/EXT (703) 805-3054

PURPOSE AND OBJECTIVES: This course is based upon a recent study of the microelectronics industry to look at their best technical (including manufacturing), business and contracting practices. It will provide the students with a general understanding of the microelectronics commercial market and the differences between one industry and government practices. It should also provide insight into some of the barriers to implementing acquisition reform.

PRESENTATION METHOD: Lecture, video, utilization of viewgraphs encouraging participation by the students through continual question and answer dialogue.

REMARKS: Mr. Tony Kausal, a member of the Senior Executive Service, became the Air Force Chair at the Defense Systems Management College in June 1994. In this position, he is the senior liaison between the College and the Department of the Air Force, advising the Commandant and the College on the latest acquisition policies, practices, and trends within the Air Force. Prior to Mr. Kausal's present position, he was the Competition Advocate General of the Air Force.

280

TITLE: ENVIRONMENTAL LAWS IMPACTING ON PROGRAM MANAGEMENT

FUNCTIONAL DISCIPLINE: Contract Management (CM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX** - 25

INSTRUCTOR: T. DOLAN/EXECUTIVE INSTITUTE/VISITING PROFESSOR/ACQUISITION LAW CHAIR

GUEST LECTURER: MR. JAMES CARR/ESQ/DEFENSE LOGISTICS AGENCY

SPONSOR: G. KRIKORIAN/EXECUTIVE INSTITUTE/NSIA CHAIR/ BLDG 202/RM 131/EXT (703) 805-4944

PURPOSE AND OBJECTIVES: To understand the government's obligation to eliminate environmentally hazardous substances from goods and services it procures and to understand the government's obligation to require the use of recycled materials to the maximum extent practicable. Also, the contracting processes that implement the government's environmental obligations will be covered along with the cost and funding limitations involved in environmentally responsible contracting.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: Guest lecturer is an attorney and the Defense Logistics Agency's expert on environmental law issues.

281

TITLE: QUALITY MANAGEMENT SYSTEMS (ISO 9000 AND ADVANCED PRACTICES)

FUNCTIONAL DISCIPLINE: Manufacturing Management (MM)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: **MIN** - 10 **MAX** - 25

INSTRUCTOR: J. MCGOVERN/MANUFACTURING MGT DEPT/BLDG 209/RM 218/EXT (703) 805-3770

SPONSOR: J. MCGOVERN/MANUFACTURING MGT DEPT/BLDG 209/RM 218/EXT (703) 805-3770

PURPOSE AND OBJECTIVES: The transition to the use of single processes (at a contractor's facility) was endorsed at the PEO/Major Systems Commander's Conference and is strongly supported by the Defense Manufacturing Council. The quality system is an ideal starting point for implementation because of its potential to apply commercial (e.g. ISO-9000/ANSI-ASQC Q9000) and advanced quality practices. The elements of ISO-9000 shall be reviewed in detail along with an introduction to different advanced quality practices.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: Instructor has over 35 years experience in quality systems and is presently active with ISO-9000 and QS-9000 (Automotive Industries Advanced Quality Systems).

284

TITLE: CONTRACT LAW AND THE PROGRAM MANAGER

FUNCTIONAL DISCIPLINE: Contract Management (CM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX -** 25

INSTRUCTOR: T. DOLAN/EXECUTIVE INSTITUTE/VISITING PROFESSOR/ACQUISITION LAW CHAIR

GUEST LECTURER: MR. DAVID DRABKIN/DIRECTOR OF REGULATORY REFORM AND IMPLEMENTATION

SPONSOR: G. KRIKORIAN/EXECUTIVE INSTITUTE/NSIA CHAIR/ BLDG 202/RM 131/EXT (703) 805-4944

PURPOSE AND OBJECTIVES: To provide program managers an overview of the legal aspects of government procurement and to provide information on identifying signs of potential legal problems in program management. Subjects to be covered include claims, disputes, constructive changes, Anti-Deficiency Act Issues, etc.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: Guest lecturer is an attorney currently assigned to OUSD(AR).

286

TITLE: DOD SOFTWARE REUSE INITIATIVE OVERVIEW

FUNCTIONAL DISCIPLINE: Software Management (SM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX** - 30

INSTRUCTOR: REPRESENTATIVE FROM THE DEFENSE INFO SYS AGENCY AND THE JUNCTURE OF EDUC AND TRAINING WORKING GROUP (JETWG)

SPONSOR: C. GALVAN/SOFTWARE MGT DEPT/BLDG 207/RM 223/EXT (703) 805-3679

PURPOSE AND OBJECTIVES: To provide students with an understanding of the goals of the Department of Defense (DOD) Software Reuse Initiative (SRI). The benefits of reusable software. The various reuse efforts taking place within the DOD will be described. The Reuse Program Office and it's efforts to support the DOD initiative will be discussed.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: This elective will describe software reuse as an alternative approach to developing software. Topics include: What is software reuse? The DOD Reuse Vision; The DOD Reuse Strategy; Benefits of Software Reuse; and the key. The presentation concludes with the listing of sources of software reuse training, support, and help.

NOTE: There are three electives offered which relate to Software Reuse. Recommend the following sequence:

286 -- DOD Software Reuse Initiative Overview,
287 -- Software Reuse (How to Implement),
288 -- Software Reuse (An Overview of Domain Analysis).

287

TITLE: SOFTWARE REUSE (HOW TO IMPLEMENT)

FUNCTIONAL DISCIPLINE: Software Management (SM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX -** 30

INSTRUCTOR: REPRESENTATIVE FROM THE ARMY REUSE CENTER (ARC)

SPONSOR: C. GALVAN/SOFTWARE MGT DEPT/BLDG 207/RM 223/EXT (703) 805-3679

PURPOSE AND OBJECTIVES: To provide students an introduction to software reuse terms and management concepts including an overview of the five essential activities associated with implementing a successful reuse program; provide participants with an understanding of the process for implementing software reuse within an organization; provide a detailed description of the six step process for implementing and sustaining a software reuse program within an organization.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: This presentation will be given by a representative from the Army Reuse Center (ARC), an element of Information Systems Software Center (ISSC). ARC provides total software reuse support to Army and Department of Defense (DOD) customers. Its mission is to develop, implement, maintain, and administer a total software reuse program that will support the entire Software Development Life Cycle (SDLC). ARC serves as a repository for Army reusable software components (including architectures and designs), provides a central index to components in other domain-specific libraries, and supplies the automated link to other Army and DOD libraries for search and retrieval. ARC supports the transition of appropriate reuse technologies to Army and other DOD activities through reuse education and domain engineering practices.

NOTE: There are three electives offered which relate to Software Reuse. Recommend the following sequence:

286 -- DOD Software Reuse Initiative Overview,
287 -- Software Reuse (How to Implement),
288 -- Software Reuse (An Overview of Domain Analysis).

288

TITLE: SOFTWARE REUSE (AN OVERVIEW OF DOMAIN ANALYSIS)

FUNCTIONAL DISCIPLINE: Software Management (SM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX -** 30

INSTRUCTOR: A REPRESENTATIVE FROM THE ARMY REUSE CENTER (ARC)

SPONSOR: C. GALVAN/SOFTWARE MGT DEPT/BLDG 207/RM 223/EXT (703) 805-3679

PURPOSE AND OBJECTIVES: To present an overview of what domain analysis is, explain why domain analysis is considered a critical first step in a successful reuse program, discuss the different object-oriented methodologies associated with it, provide a fundamental understanding illustrating how domain analysis can identify reuse opportunities early in the software development life cycle (SDLC), explain how domain analysis can identify cost avoidance/cost savings opportunities for a development effort, and how it can improve return-on-investment.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: This presentation will be given by a representative from the Army Reuse Center (ARC), an element of Information Systems Software Center (ISSC). ARC provides total software reuse support to Army and Department of Defense (DOD) customers. Its mission is to develop, implement, maintain, and administer a total software reuse program that will support the entire Software Development Life Cycle (SDLC). ARC serves as a repository for Army reusable software components (including architecture and design), provides a central index to components in other domain-specific libraries, and supplies an automated link to other Army and DOD libraries for search and retrieval. ARC supports the transaction of appropriate reuse technologies to Army and other DOD activities through reuse education and domain engineering practices.

NOTE: There are three electives offered which relate to Software Reuse. Recommend the following sequence:

286 -- DOD Software Reuse Initiative Overview,

287 -- Software Reuse (How to Implement),
288 -- Software Reuse (An Overview of Domain Analysis).

290

TITLE: LIFE CYCLE COST ANALYSIS USING THE CASA MODEL

FUNCTIONAL DISCIPLINE: Logistic Support (LS), Systems Engineering (SE)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 30

INSTRUCTORS: J. MANARY/LOGISTICS SUPPORT DEPT/BLDG 209/ RM 003/EXT (703) 805-4653

SPONSOR: J. MANARY/LOGISTICS SUPPORT DEPT /BLDG 209/RM 003/EXT (703) 805-4653

PURPOSE AND OBJECTIVES: The elective is to acquaint acquisition management personnel with the capabilities of the Cost Analysis Strategy Assessment (CASA) software too which is distributed and sponsored by DSMC. And to acquaint the students:

- The basic principals of Life Cycle Costing (LCC) in decision support.
- What to look for in LCC software tools.
- A demonstration of the CASA LCC Model (using real world cost data set from the Mobile Communication System).

PRESENTATION METHOD: A workshop format starting with a brief mini-lecture, class discussion and hands on software tool demonstration. Students retain copies of the course material. The CASA tool and documentation will be offered (free of charge) to students on a request basis.

296

TITLE: ECONOMIC INCENTIVES: A LOOK AT THE HISTORY AND THE EFFECTIVENESS ON PROGRAM COST, SCHEDULE AND TECHNICAL ACCOMPLISHMENT

FUNCTIONAL DISCIPLINE: Acquisition Strategy (AP), Contract Management (CM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX -** 25

INSTRUCTOR: T. KAUSAL/EXECUTIVE INSTITUTE/AIR FORCE CHAIR/BLDG 202/RM 208/EXT (703) 805-3054

SPONSOR: T. KAUSAL/EXECUTIVE INSTITUTE/AIR FORCE CHAIR/BLDG 202/RM 208/EXT (703) 805-3054

PURPOSE AND OBJECTIVES: This course is designed to provide the students with an understanding of the range of incentives available to program managers to incentivize contractors performance. Examples of areas discussed include use of award fees, design-to-cost, incentive fee arrangement, on-orbit incentives, warranties and other types of incentives. The lecture and case studies approach will be used to show successful/unsuccessful/indeterminate use of incentives.

PRESENTATION METHOD: Lecture/Discussion**.**

REMARKS: Mr. Tony Kausal, a member of the Senior Executive Service, is the Air Force Chair in the Executive Institute. He serves as the senior liaison between the College and the Department of the Air Force. Prior to Mr. Kausal's present position, he was the Competition Advocate General of the Air Force. He has been a contracting officer, a program manager for an RC-135 Operational Flight Trainer and a Director of Contracting and Manufacturing.

300

TITLE: CASE STUDIES IN NAVAL SHIPBUILDING

FUNCTIONAL DISCIPLINE: Manufacturing Management (MM)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX** - 40

INSTRUCTOR: B. F. TIBBITTS/JOHN L. MCMULLEN ASSOC/EXT (703) 412-3161

SPONSOR: G. LEBOEUF/EXECUTIVE INSTITUTE/NAVY CHAIR/BLDG 202/RM 205/EXT (703) 805-4857

PURPOSE AND OBJECTIVES: This elective discusses ship acquisition problem areas and potential solutions using the case study approach.

Three surface ship programs will be studied with the emphasis on the relationship between the Government and industry prior to award of the shipbuilding contract. This is relevant today because of the trend for greater participation by industry.

In two of the programs a design competition was held where industry was largely free to innovate to satisfy broad Navy requirements. One of these programs proved technically successful, although cost and schedule performance was less than satisfactory. The other program encountered so many difficulties that the shipbuilding contract was terminated a year after construction started (the first such occurrence in over decades).

In the third program the Navy remained in charge of the design, but shipbuilders were brought on board very early, and acquisition oversight and contracting were streamlined and accelerated. This program is a recognized success.

Some of the questions posed include:

What does the Government do best? What does industry do best? What is the proper role for each?

There are benefits to cooperation between the Government and industry (applying IPPD by means of joint IPTs after early down selection). There are also benefits to competition. What is the proper balance?

New strategies being adopted for the future surface combatant (SC 21) and a major auxiliary ship (ADC(X)), which are between Milestones 0 and I, will be described. Issues such as concurrent engineering, acquisition reform, technology transfer and modeling and simulation will be discussed.

PRESENTATION METHOD: Lecture with handouts.

REMARKS: This elective complements the Shipbuilding elective, but can be taken separately.

301

TITLE: ENVIRONMENTAL LEADERSHIP FOR SUCCESSFUL PROGRAM MANAGERS

FUNCTIONAL DISCIPLINE: Systems Engineering (SE)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX**- 150

INSTRUCTORS: R. ZITTEL/SYSTEMS ENGINEERING DEPT/ BLDG 208/RM 111/EXT (703) 805-5267
GUEST SPEAKERS FROM ENVIRONMENTAL INDUSTRY & DOD

SPONSOR: R. ZITTEL/SYSTEMS ENGINEERING DEPT/BLDG 208/RM 111/EXT (703) 805-5267

PURPOSE & OBJECTIVES: To show the positive work DOD is accomplishing in the environmental pollution prevention area, and provide acquisition managers with the successful techniques for complying with federal, state and local environmental laws, while achieving systems performance. Present and analyze case studies of successful and unsuccessful attempts to solve the pollution problems facing future systems. To provide participants a deeper understanding of the environmental pollution issues, legal requirements, and future initiatives.

PRESENTATION METHOD: Discussion, case study review, and presentation. The elective is actually broken down into three modules;

a. Current DOD/NEPA Prescribed System & Success Stories
b. Case Studies
c. Environmental Guest Speakers

REMARKS: The current Administration is accelerating its implementation of environmental preventive measures, and federal requirements. The existing system prescribed by the National Environmental Protection Act (NEPA) is embodied in DODI 5000.2 and provides the program manager and acquisition staffs with procedures for meeting the challenge of environmental compliance. These requirements will be understood in the context of recent case histories, and how to proceed in the downsized DOD of the future. The proposed changes under the new DODI 5000.2 will also be discussed.

NOTE: There is a supporting elective that relates to Green Manufacturing (221 or 220). Each is distinct in its focus, but are interrelated.

302

TITLE: SPACE-QUALIFIED ELECTRONICS

FUNCTIONAL DISCIPLINE: Systems Engineering (SE)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX** - 36

INSTRUCTORS: R. ZITTEL/SYSTEMS ENGINEERING DEPT/
BLDG 208/RM 111/EXT (703) 805-5267
MR. R.C. WEBB, SES, CHIEF, ELECTRONIC &
SYSTEMS TECHNOLOGY DIVISION, DEFENSE
SPECIAL WEAPONS AGENCY (DSWA)

SPONSOR: R. ZITTEL/SYSTEMS ENGINEERING DEPT/BLDG
208/RM 111/EXT (703) 805-5267

PURPOSE & OBJECTIVES: To familiarize APMC students involved with space programs on the technology and industry of space-qualified electronics. Advancements in microelectronics integration have made microchips increasingly sensitive to the natural radiation in space. All satellites, explorers, launch missile guidance systems, ICBMs, and the space shuttle are designed with space-qualified or *radiation-insensitive* electronics, depending on their mission. The US industrial base of space-resistant electronics has steadily decreased, and a DOD initiative to retain that American capability has recently been accelerated.

Mr. Webb has been with DNA since 1985. Prior to that, he managed key programs for the Army's Space & Strategic Defense Initiative and is a true leader in this field.

PRESENTATION METHOD: Presentation and discussion.

303

TITLE: BUSINESS PROCESS IMPROVEMENT/REENGINEERING AND OTHER CORPORATE INFORMATION MANAGEMENT INITIATIVES

FUNCTIONAL DISCIPLINE: Program Management (PM), Software Management (SM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 6 **MAX -** 30

INSTRUCTOR: AN ASSISTANT TO THE DIRECTOR FOR BUSINESS PROCESS REENGINEERING, ASD/C31

SPONSOR: J. CRAIG/SOFTWARE MGT DEPT/BLDG 207/RM 229/EXT (703) 805-3557

PURPOSE AND OBJECTIVES: Business process reengineering (BPR) is much more than examining existing processes and then revamping and revisiting them for incremental improvement. At its finest, BPR begins with elemental questions about the very nature of why your organization exists. This presentation focuses on what BPR is and how to do it. You will learn how to kick-start the process of redefining the assumptions that drive an enterprise, and then reconstruct the pieces into an innovative environment that is charged to compete. It includes discussion of recent BPR success stories and the impacts of other corporate management initiatives (CIM).

PRESENTATION METHOD: Lecture (1-2 hours)/Discussion.

REMARKS: This presentation can be customized. We encourage you to submit questions in advance so that specific issues of interest will be addressed. Contact the sponsor via E-Mail or telephone, or stop by his office.

NOTE: This is also your opportunity to directly ask the OPR where BPR and other CIM initiatives are heading within today's acquisition environment.

305

TITLE: SERVICE CONTRACTING SUPPORT FOR THE PROGRAM OFFICE

FUNCTIONAL DISCIPLINE: Contract Management (CM)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: **MIN** - 1 **MAX** - 30

INSTRUCTOR: A. DEHNZ/CONTRACT MGT DEPT/BLDG 204/RM 205/EXT (703) 805-4473

SPONSOR: A. DEHNZ/CONTRACT MGT DEPT/BLDG 204/RM 205/ EXT (703) 805-4473

PURPOSE AND OBJECTIVE: To provide participants with:

- an understanding of the methods of acquiring and managing service contracts that support the program office.
- an insight into some of the systemic problem areas involved with service contracting and how the program manager should avoid these problems.
- give the participant an understanding of the current policy issues relating to service contracting.

PRESENTATION METHOD: Interactive Participation.

REMARKS: The acquisition of services is the fastest growing area of government procurement and has been under cross scrutiny by the Office of Management and Budget (OMB), GAO and Congress, and the DOD IG. This continues to be an important area for the program manager and may become even more critical with DOD's shrinking workforce. A number of systemic problem areas have been brought out regarding the acquisition of services that support the program office. Additionally, new legislation has come out which will change the classification of contract services and the strategy in acquiring these services. It is important that today's program managers understand the new policy and potential problem areas of service contracting in order to effectively acquire their required support.

309

TITLE: SURFING THE WORLD WIDE WEB (THE 'WEB')

FUNCTIONAL DISCIPLINE: Software Management (SM)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX -** 25

INSTRUCTOR: C. GALVAN/SOFTWARE MGT DEPT/BLDG 207/RM 223
EXT (703) 805-3679

SPONSOR: C. GALVAN/SOFTWARE MGT DEPT/BLDG 207/RM 223
EXT (703) 805-3679

PURPOSE AND OBJECTIVES: This elective is an **introduction** to the 'Web'. The presentation will focus on what the 'Web' is and what it is not, and how to use the 'Web' as a source of acquisition management related information. For example: DAU on-line catalog of courses, Acquisition Workforce information, Navy on-line, OSD point of contacts, DOD Public Affairs 'DEFENSE LINK,' Acquisition Tutorials, Technology Transfer, Environmental Information.....etc.

PRESENTATION METHOD: Lecture/Demonstration/Discussion.

REMARKS: The World Wide Web is the most exciting technology to emerge on the Internet. The WWW, or the 'Web' is another way to present and find information on the Internet. The goal of the 'Web', developed in Switzerland at the CERN research center, is to offer a consistent, simple interface to the ocean of information on the Internet. The 'Web' supports -- Multimedia-- meaning it allows users to read text, hear sound, and view images, including video. The 'Web' is based on the idea of hypertext. Hypertext is a way of linking related information. When you click your mouse button on a hypertext link, you will be taken to the related information. The 'Web' provides access to all the information in the Internet, that is Gopher, Telnet, and FTP sites.

311

TITLE: ACQUISITION REFORM AND THE IMPACT OF TECHNOLOGY ON THE CIVIL WAR

FUNCTIONAL DISCIPLINE: Acquisition Policy (AP)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX:** 35

INSTRUCTOR: COL WILLIAM KNIGHT/U.S. ARMY SPECIAL PROJECTS SUPPORT ACTIVITY (SPSA)

SPONSOR: D. REID/DIV OF COLLEGE ADMIN AND SERVICES/BLDG 202/RM 103/EXT (703) 805-5182

PURPOSE AND OBJECTIVE: Review of the acquisition process and the impact of technology on the Headquarters Department of the South during the Civil War.

PRESENTATION METHOD: Lecture/Film/Discussion.

REMARKS: It will review the impact of technology and the acquisition process used in support of the Headquarters, Department of the South, Hilton Head Island, S.C. 1861-1865. It will address commercial use items, changes in technology, changes in doctrine, joint operations, and the impact of sustainability on weapon system after fielding, in support of combat operations.

313

TITLE: MINDMAPPING®

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 1 **MAX -** 426

INSTRUCTOR: A. BECK/SCHOOL OF PROGRAM MGT/BLDG 226/RM 215/EXT (703) 805-4639

SPONSOR: A. BECK/SCHOOL OF PROGRAM MGT/BLDG 207/RM 215/EXT (703) 805-4639

PURPOSE AND OBJECTIVES: To help you improve your note-taking skills, organizational and planning skills, creativity, presentation planning potential, mental alertness, and sense of focus.

To improve your memory recall, develop your ability to see "the big picture," and aid in your ability to help others.

If you are looking to "shoot for minimums" and get by on minimal effort, this elective could help you reduce your study and review time.

If you are looking to learn and remember more from each hour, this elective can help you maximize your learning now and your recall in the future.

PRESENTATION METHOD: Very flexible depending on whether one or a few hundred sign up. We will do what seems appropriate for the needs of the group.

At a minimum, Al will review some of the basic principles and tips for mindmapping, sharing what he has learned and looking at what others have written.

Expect participatory involvement in developing mindmaps to learn and practice the technique.

REMARKS: Participants will find it useful to bring paper (plain is better than with lines), pens (various colors would be good) and perhaps highlighters. You can learn Mindmapping® effectively on your own. Books by Tony Buzan or Joyce Wycoff are good references or you could try Mike Gelb's materials.

Mindmapping is a registered trademark belonging to Tony Buzan.

322

TITLE: ADVANCED COMPOSITES FOR ACQUISITION PROGRAMS

FUNCTIONAL DISCIPLINE: Manufacturing Management (MM), Principles of Program Management (PM), Systems Engineering (SE)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 36

INSTRUCTOR: MR. DALE L. MOORE/HEAD, NONMETALLICS BRANCH/NAVAL AIR SYSTEMS COMMAND

SPONSOR: W. MOTLEY/MANUFACTURING MGT DEPT/BLDG 209/RM 214/EXT (703) 805-3763

PURPOSE AND OBJECTIVES: This elective provides an overview of advanced composites as applied to modern DOD weapon systems. The elective is structured from a systems engineering and program management perspective and includes advanced composite materials, processes, design and engineering development, testing, manufacturing and tooling, nondestructive test and inspection, fleet maintenance and repair. Advanced composite applications to current and future weapon systems including the engineering development process as well as ongoing research, development and manufacturing technology to reduce program cost, schedule and performance risk will be discussed. Lessons learned from a variety of programs and future trends, requirements and applications will be outlined. The goal of this course is to provide a broad understanding of the technical fundamentals and the programmatic sensitivities necessary for successful acquisition life cycle management of advanced composite-based weapon systems.

PRESENTATION METHOD: Lecture/Discussion.

323

TITLE: SUCCESSFUL INTERNATIONAL COOPERATIVE ACQUISITION PROJECTS: NATO/EUROPE

FUNCTIONAL DISCIPLINE: International Acquisition (IN)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX** - 30

INSTRUCTOR: R. KWATNOSKI/SCHOOL OF PROGRAM MGT/BLDG 226/RM 111/EXT (703) 805-4592

SPONSOR: R. KWATNOSKI/SCHOOL OF PROGRAM MGT/BLDG 226/RM 111/EXT (703) 805-4592

PURPOSE AND OBJECTIVES: Provide an introduction to international cooperative acquisition programs. Discuss the factors for successful international projects with NATO/European nations.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: **A**PMC students taking this elective are encouraged to take the complementary international acquisition electives. Specifically recommended is elective #355, "The International Dimension of Program Management: Should You Do This?" the follow-on elective, #268, "SUCCESSFUL INTERNATIONAL COOPERATIVE ACQUISITION PROJECTS: PACRIM." ***NOTE: This is not a class on Foreign Military Sales.***

325

TITLE: ON-SITE VISIT TO A MANUFACTURING PRODUCTION FACILITY

FUNCTIONAL DISCIPLINE: Manufacturing Management (MM)

CREDIT HRS: 10 **CLASSROOM HRS:** 2 **ON-SITE HRS:** 7.5
OUTSIDE PREP HRS: 0.5

CLASS SIZE: MIN - 12 **MAX -** 35

INSTRUCTOR: R. BARBERO/MANUFACTURING MGT DEPT/BLDG 209/RM 219/EXT (703) 805-5087

SPONSOR: R. BARBERO/MANUFACTURING MGT DEPT/BLDG 209/RM 219/EXT (703) 805-5087

PURPOSE AND OBJECTIVES: This elective is designed to complement classroom course work through interaction with defense and commercial manufacturing contractors. A manufacturing facility visit which includes discussions with industry managers will enable students to examine technical and business related issues in real world scenarios. The on-site visit will provide the student with exposure to an actual production environment and the opportunity to gain a contractors perspective in such areas as acquisition management, engineering, manufacturing management and contracting. Specific focus will be on industry initiatives to achieve world class manufacturing status as producers of their applicable product line and ways in which government program managers might be able to apply these initiatives to their programs.

PRESENTATION METHOD: Students will tour one or more manufacturing facilities within a one day driving distance from the DSMC campus. Before and after the plant visitation trip students will engage in informal discussions with DSMC staff through a series of "brown bag" lunches to prepare for the trip and then reinforce lessons learned following the actual visit. While on site at the manufacturing facility(ies), students will receive briefings and have the opportunity to discuss relevant operations issues with plant management.

REMARKS: The on-site plant visit will take the entire scheduled day. Bus service will be provided from the DSMC campus and students should be prepared to leave early in the morning and arrive back possibly late in the evening.

NOTE: This visit is limited to 35 participants. A lottery will be conducted if more than 35 students enroll.

326

TITLE: WORLD EVENTS AND THE DEFENSE INDUSTRIAL BASE

FUNCTIONAL DISCIPLINE: Systems Engineering (SE)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 6 **MAX** - 35

INSTRUCTOR: H. ALBERTS/RESEARCH, CONSULTING & INFO DIV/BLDG 205/RM 114/EXT (703) 805-3464

SPONSOR: H. ALBERTS/RESEARCH, CONSULTING & INFO DIV/BLDG 205/RM 114/EXT (703) 805-3464

PURPOSE AND OBJECTIVES: This elective is designed to provide linkage between world events and the availability of industrial support for acquisition program managers. As world economic and political conditions change there is impact on U.S. industry. This course will discuss how change in foreign political, economic, and military policies and activities affect the capability of U.S. defense industry to perform in response to U.S. military needs.

PRESENTATION METHOD: Lecture and discussion with illustrative examples from current events.

REMARKS: Those students who have interest in linkages between elements of complex systems can examine how the U.S. is affected by activities by other members of the complex world system.

329

TITLE: SOFTWARE RELIABILITY AND MAINTAINABILITY

FUNCTIONAL DISCIPLINE: Software Management (SM), Logistics Support Management (LS)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP:** 0

CLASS SIZE: MIN - 3 **MAX** - 30

INSTRUCTOR: M. FANTASIA/LOGISTICS DEPT/BLDG 209/RM 001/EXT (703) 805-4652
C. GALVAN/SOFTWARE MGT DEPT/BLDG 207/RM 223/ EXT (703) 805-3679

SPONSOR: M. FANTASIA/LOGISTICS DEPT/BLDG 209/RM/EXT (703) 805-4652
C. GALVAN/SOFTWARE MGT DEPT/BLDG 207/RM 223/ EXT (703) 805-3679

PURPOSE AND OBJECTIVES: Identify management actions needed for high software reliability and maintainability. Discuss application of various tools to improve software reliability. Discuss application of commercial standard AIAA-R013-1992 "Recommended Practice for Software Reliability." Discuss and demonstrate SEER-SEM model.

PRESENTATION METHOD: Lecture and discussion followed by demonstration of SEER-SEM model and other models.

REMARKS: A new elective. New ideas to take back to the program office. A must for program managers dealing with software intensive programs.

330

TITLE: STRATEGIC PLANNING IN GOVERNMENT

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 8 **MAX** - 30

INSTRUCTOR: DR. BERWYN E. JONES/NATIONAL QUALITY IMPROVEMENT COORDINATOR/U.S. GEOLOGICAL SURVEY

SPONSOR: L. DELLINGER/SOFTWARE MGT DEPT/BLDG 207/RM 221/EXT (703) 805-5419

PURPOSE AND OBJECTIVES: To provide participating students current information on and experience in strategic planning in government.

PRESENTATION METHOD: Lecture/discussion/case study.

REMARKS: In times of great change, a long-range Strategic Plan can be the compass that keeps agencies and offices headed toward their ultimate destination, regardless of how far off course the tempests of Washington may blow them. There are as many models of the strategic planning process as there are consultants and authors in the field. The planning model used here is derived from several sources, and modified to fit the special needs of government organizations. The presenter has taught and coached numerous planning teams in his and other Federal agencies, and private non-profit organizations.

This program will provide a quick overview of the steps for developing a strategic plan and measuring outcomes, followed by a case study workshop in which participants may try out the concepts. Experienced facilitators will be available in the room to assist you.

332

TITLE: RESOLVING TEAM CONFLICTS

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 8 **MAX** - 20

INSTRUCTORS: B. HARMAN/RESEARCH, CONSULTING, & INFORMATION DIV/BLDG 205/RM 106/EXT (703) 805-5403
D. COSTELLO/EDUCATION DEPT/BLDG 205/RM 206/EXT (703) 805-5427

SPONSORS: EDUCATION DEPT/BLDG 205/EXT (703) 805-5427

PURPOSE: This skills-based training module covers how to handle conflict between individuals in group situations and provides tools for rebuilding relationships between team members.

LEARNING OBJECTIVES: (1) Recognize the "cues" that indicate that conflict between members is affecting the team's performance. (2) Plan action steps to help resolve a conflict between team members. (3) Successfully demonstrate the Key Actions in practice sessions.

KEY ACTIONS: (1) Promptly let the people involved know how their conflict is affecting performance. (2) Set up a joint problem-solving approach to resolve the conflict. (3) Ask the people involved to present their viewpoints objectively. (4) Get agreement on the problem that needs to be solved. (5) Have each person generate possible solutions. (6) Get commitment on what each person will do to solve the problem. (7) Summarize and set a follow-up date to make sure the conflict has been resolved.

PRESENTATION METHOD: The session uses video modeling, discussion, practice, feedback, and planning activities to build participants' skills and encourage the transfer of skills to the workplace.

336

TITLE: ACQUISITION MODELING & SIMULATION

FUNCTIONAL DISCIPLINE: Systems Engineering (SE)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 72

INSTRUCTOR: R. ZITTEL AND GUEST SPEAKERS

SPONSOR: R. ZITTEL/SYSTEMS ENGR DEPT/BLDG 208/RM 111/EXT (703) 805-5267

PURPOSE AND OBJECTIVES: This elective provides an introductory understanding of the increased and MANDATORY use of computer modeling and simulation in system development. Topics covered include DOD policy and procedures, and how program managers should take advantage of this powerful tool. Virtual Prototyping, the Distributed Interactive Simulation (DIS), and the Distributed Simulation Internet (DSI) are developed.

PRESENTATION METHOD: Lecture/discussion from information provided by the Service proponents for Modeling & Simulation. This includes direct support by the OSD Defense Modeling & Simulation Office (DMSO), Army Simulation Training & Instrumentation Command Program Office for the Combined Arms Tactical Trainer (CATT), OSD Director for Test, Systems Engineering and Evaluation Office of Test Resources and Facilities and the Naval Air Warfare Center Training Systems Division Program Manager for Interoperability. Handouts of relevant publications, brochures, points of contact, definitions, and other important information is provided to course participants.

REMARKS: Subject area is not covered in core APMC lessons.

SCOPE: This is an overview level treatment to familiarize PM's and engineers with the tremendous positive impacts modeling & simulation has on program cost and schedule.

WHO SHOULD ATTEND: All APMC participants interested in the power and capability of M&S **to augment** capabilities, not replace existing design, requirements generation, and training tools.

337

TITLE: SUN TZU AND THE ART OF PROGRAM MANAGEMENT

FUNCTIONAL DISCIPLINE: Acquisition Policy (AP)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 1

CLASS SIZE: **MIN** - 5 **MAX** - 30

INSTRUCTOR: R. WILKINSON/JOINT PROGRAM OFFICE FOR TEST AND EVALUATION, ANDREWS AFB, MD/(301) 981-4766

SPONSOR: H. ALBERTS/RESEARCH, CONSULTING & INFO DIV/BLDG 205/RM 114/EXT (703) 805-3464

PURPOSE AND OBJECTIVES: This elective examines the relevance of Sun Tzu's ***The Art of War*** to modern day program management. The success of leaders and managers in any field of endeavor depends on their ability to anticipate and resolve conflict. The writings of Sun Tzu have endured for centuries as a classic text on the prosecution of war -- the ultimate form of human conflict. It is only natural that the lessons taught by Sun Tzu hold great promise for guiding program managers successfully through periods of conflict.

Some relevant examples from ***The Art of War***:

> "To fight and conquer in all your battles is not supreme excellence; supreme excellence consists in breaking the enemy's resistance without fighting."
>
> "These are the six ways of courting defeat -- neglect to estimate the enemy's strength; want of authority; defective training; unjustifiable anger; nonobservance of discipline; failure to use picked men..."

PRESENTATION METHOD: Reprints of Sun Tzu's ***The Art of War*** will be provided to each student, along with an adaptation called "The Art of Program Management" reflecting the viewpoint of a modern program manager. Selected text from each document will be displayed using viewgraphs. Students will be actively involved in discussion and debate on the similarities between military operations and program management.

REMARKS: Major Rod Wilkinson is a career Air Force acquisition professional with 16 years experience in laboratory, program office, service headquarters, and joint positions. He is currently responsible for all program management activities

for the DOD Test and Evaluation Corporate Information Management (CIM) and reengineering efforts. He developed the material for this course during a one year research fellowship with the RAND Corporation in 1993-1994.

338

TITLE: HOW TO MAKE MEETINGS WORK

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 25

INSTRUCTOR: B. FOURNIER/SYSTEMS ENGINEERING DEPT/BLDG 208/RM 008/EXT (703) 805-5222

SPONSOR: B. FOURNIER/SYSTEMS ENGINEERING DEPT/BLDG 208/RM 008/EXT (703) 805-5222

PURPOSE AND OBJECTIVES: To provide a student a tailored practical understanding of meeting management theory and tools.

PRESENTATION METHOD: Lecture/Discussion/Short Practical Exercises.

339

TITLE: SPECIAL ACCESS PROGRAM POLICY AND PROCEDURES

FUNCTIONAL DISCIPLINE: Acquisition Policy (AP)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 20

INSTRUCTOR: P. NEMANIC/ODTUSD(P)PS/DODSI, RICHMOND
M. REARDON/ODTUSD(P)PS/DODSI, RICHMOND

SPONSOR: S. BOYD/SCHOOL OF PROGRAM MGT/BLDG 226/RM 107/EXT (703) 805-5196

PURPOSE AND OBJECTIVES: The purpose of this elective is to introduce program managers to the policy, procedures, and organizations supporting special access programs (SAPs). The presentation focuses on the SAP lifecycle, its interrelationship to the acquisition lifecycle, and the risk management process of applying cost effective security countermeasures to the system development program through evaluation of critical system elements and actual threats and vulnerabilities.

PRESENTATION METHOD: Lecture/Discussion with Video.

REMARKS: Current directives and regulations will be provided. As acquisition dollars decrease and the world becomes more open, the protection of critical system elements will be more difficult. The cost of security for these programs will be more closely scrutinized. The program manager's effective use of his/her security staff and the cost effective application of appropriate countermeasures will pay dividends in the bottom line of the weapon's development costs, a weapon which will meet the requirements and provide the uncompromised technological lead on the battlefield.

341

TITLE: ENGINEERING ETHICS

FUNCTIONAL DISCIPLINE: Systems Engineering (SE)

CREDIT HRS: 4 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 1

CLASS SIZE: **MIN** - 10 **MAX** - 30

INSTRUCTOR: J. LEONARD/SYSTEMS ENGINEERING DEPT/BLDG 208/RM 109/EXT (703) 805-5265

SPONSOR: J. LEONARD/SYSTEMS ENGINEERING DEPT/BLDG 208/RM 109/EXT (703) 805-5265

PURPOSE AND OBJECTIVES: The course describes ethical concerns that government engineers must address as part of their professional responsibilities. The ethical codes of the professional engineering societies are discussed, especially those that deal with public safety. The "Challenger" disaster is examined to highlight these ethical concerns presented in the lecture.

PRESENTATION METHOD: Lecture/Case Study.

343

TITLE: 103RD/104TH CONGRESS

FUNCTIONAL DISCIPLINE: Principles of Program Management (PM)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 30

INSTRUCTOR: J. DRELICHARZ/PRINCIPLES OF PROGRAM MGT DEPT/BLDG 202/RM 224A/EXT (703) 805-4984
B. LEVY/COST SCHEDULE DEPT/BLDG 206/RM 106/EXT (703) 805-2848

SPONSOR: L. DELLINGER/SOFTWARE MGT DEPT/BLDG 207/RM 221/EXT (703) 805-5419

PURPOSE AND OBJECTIVES: In this elective, current and former staffers will be made available to dialogue with you on topics such as: acquisition legislation, authorization, procedures, or most any topic relating to DOD from the Hill perspective. You can explore the differences between personal staff and committee staff. Or perhaps how to get your interests known. This is an opportunity to sit and talk non-attribution.

PRESENTATION METHOD: Lecture/Discussion.

344

TITLE: REINVENTING GOVERNMENT: IMPACT FOR ACQUISITION PROFESSIONALS

FUNCTIONAL DISCIPLINE: Acquisition Policy (AP)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 30

INSTRUCTOR: J. GOLDSTEIN/NATIONAL PERFORMANCE REVIEW STAFF (DOD)

SPONSOR: M. HALL/QUALITY OFFICE/BLDG 202/RM 127/EXT (703) 805-4943

PURPOSE AND OBJECTIVES: To understand change in the acquisition arena in the overall context of reinventing government. This includes the breadth of change government wide and specific innovations in acquisition.

PRESENTATION METHOD: Facilitated Discussion/Computer Demo on Internet.

TITLE: HELPING YOUR TEAM REACH CONSENSUS

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: **MIN** - 4 **MAX** - 15

INSTRUCTOR: A. SCAFATI/EDUCATION DEPT/BLDG 205/RM 209/EXT (703) 805-5424

SPONSOR: EDUCATION DEPT/BLDG 205/EXT (703) 805-5427

PURPOSE: This skills-based module shows team leaders how to guide the consensus process. A team skilled in coming to a consensus is often the best group to make decisions requiring the coordination of tasks that affect many people. Whether the team is a natural work group, a quality or process improvement team, or a special project team, team leaders will benefit from teaching team members a systematic way to come to agreement. The learning activities emphasize the importance of laying a solid basis for a decision by dealing directly with individual assumptions and requirements. No matter what kinds of team participants lead, they will learn how to help team members reach agreements that they can live with.

LEARNING OBJECTIVES:

1. Define consensus.
2. Explain why consensus is essential for many team decisions.
3. Help others work through issues to reach a consensus.
4. Help the team plan how it will implement the decision.

BASIC PRINCIPLES:

1. Describe the decision to be made.
2. Explain why consensus is needed.
3. Determine guidelines for the decision.
4. Lead an evaluation of the options.
5. Help the team agree on a decision.
6. Get each team member's commitment to the decision.
7. Plan action steps and follow-up.

PRESENTATION METHOD: The session uses video modeling, discussion, practice, feedback, and planning activities to build participants' skills and encourage the transfer of skills to the workplace.

351

TITLE: MODERN STRATEGIC PLANNING

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 3 **MAX -** 25

INSTRUCTOR: W. MCGOVERN/RESEARCH, CONSULTING, & INFORMATION DIV/BLDG 205/RM 116/EXT (703) 805-5401

SPONSOR: W. MCGOVERN/RESEARCH, CONSULTING, & INFORMATION DIV/BLDG 205/RM 116/EXT (703) 805-5401

PURPOSE AND OBJECTIVES: It could be argued that the single most important management activity is the establishment of organizational direction and the development of shared goals and plans. Starting with a Hoshin Planning approach, we will: 1) discuss different strategic models that are used by various organizations, most of them federal agencies; 2) demonstrate the similarities and common characteristics of the various planning approaches; 3) discuss various facilitative techniques using electronic and manual methods (though all techniques can be done either way); and 4) discuss some recent trends in Strategic Planning.

PRESENTATION METHOD: We will discuss the basic components that are common to virtually all methods of Strategic Planning and the logical sequencing of those components (we will also discuss some recent criticism by Mintzberg of present practices). We will discuss development of vision statements using common facilitative techniques and current issues involving vision statements. We will talk about environmental scan techniques, goal alignment, performance measures, and briefly, about some of the ramifications of the Government Performance and Results Act.

352

TITLE: PMO HEALTH HAZARDS ASSESSMENT

FUNCTIONAL DISCIPLINE: Systems Engineering (SE)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX -** 30

INSTRUCTORS: MAJ MIKE DEVITT, CPT TOM DELK, MR. ROBERT GROSS, MR. GEORGE MURNYAK (GUEST SPEAKERS FROM US ARMY CENTER FOR HEALTH PROMOTION AND PREVENTIVE MEDICINE, ABERDEEN PROVING GROUND, MD)

SPONSOR: R. ZITTEL/SYSTEMS ENGINEERING DEPT/BLDG 208/RM 111/EXT (703) 805-5267

PURPOSE AND OBJECTIVES: Provide an overview of the Health Hazard Assessment Program and its requirement to be addressed as part of the material acquisition development process. Provide the details on how to request a health hazard assessment. Provide an understanding of the anticipated health hazards, cost, avoidance information, and abatement priority recommendations. The hazards addressed are acoustic energy, vibration, shock, trauma, radiation energy, chemical substances, biological substances, temperature extremes, oxygen deficiency, and environmental pollution. Examples of assessment contributions will be cited as well as dialogue about how an assessment may contribute to current projects.

PRESENTATION METHOD: Discussion and presentation.

REMARKS: The Army requirement to conduct a Health Hazard Assessment is outlined in AR 40-10, Health Hazard Assessment Program in Support of the Material Acquisition Decision Process, however all DOD acquisition systems will benefit from a health hazard assessment. The new DOD 5000.2-R places increased emphasis on system safety and health. A health hazard assessment is a valuable tool for the PM in assessing human hazards.

353

TITLE: COMMERCIAL CONTRACTING IN A GOVERNMENT SETTING

FUNCTIONAL DISCIPLINE: Contract Management (CM)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 2 **MAX** - 20

INSTRUCTORS: B. HARMAN/RESEARCH, CONSULTING AND INFO
DIV/BLDG 205/RM 106/EXT (703) 805-5403

SPONSOR: B. HARMAN/RESEARCH, CONSULTING AND INFO
DIV/BLDG 205/RM 106/EXT (703) 805-5403

PURPOSE AND OBJECTIVES: The Federal Acquisition Streamlining Act of 1994 and the Federal Acquisition Reform Act of 1996, vastly expanded the definition of commercial acquisitions. Within DOD, these reforms are changing the way that business is conducted. In acquisition there are new skills to be learned and old practices to be changed to take advantage of the vast commercial marketplace. However, these new practices are also generating new problems as Contracting Officers and Program Offices adapt to the new processes. This workshop will explore the new commercial contracting practices and some of the questions these practices are generating. (How do you define "best commercial practices?" How is market research accomplished in a governmental setting? How are DOD contracts changing? How do DOD personnel overcome some of the problems generated by the new process?)

PRESENTATION METHOD: The facilitator will promote and lead an in-depth discussion of a commercial item acquisition.

354

TITLE: AIRCRAFT FIGHTER WING DESIGN, AN HISTORICAL PERSPECTIVE

FUNCTIONAL DISCIPLINE: Systems Engineering (SE)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 36

INSTRUCTOR: P. JACOBS/SYSTEMS ENGINEERING DEPT/BLDG 208/RM 107/EXT (703) 805-5257

SPONSOR: P. JACOBS/SYSTEMS ENGINEERING DEPT/BLDG 208/RM 107/EXT (703) 805-5257

PURPOSE AND OBJECTIVES: The purpose of this elective is to enhance understanding of the Systems Engineering Process by looking at how it has (and has not been) applied in designing fighter aircraft over the years.

PRESENTATION METHOD: Presentation, discussion, case study analyses, video. The class will consider the design of fighter wings in particular. First we will examine the functions that a fighter wing must perform. Next, we will look at how these design requirements were handled in the design of aircraft during World War I. Then the class will examine the two principal fighters of the Battle of Britain. A discussion of how systems engineering was applied to the development of the Spitfire and ME-109 will take place. The class will finish with a presentation of the steps McDonnell Douglas took in designing the F-15's wing. A short video showing the Spitfire and F-15 is included.

355

TITLE: THE INTERNATIONAL DIMENSION OF PROGRAM MANAGEMENT: SHOULD YOU DO THIS?

FUNCTIONAL DISCIPLINE: International Acquisition (IN)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX** - 30

INSTRUCTOR: R. KWATNOSKI/SCHOOL OF PROGRAM MGT/BLDG 226/RM 111/EXT (703) 805-4592

SPONSOR: R. KWATNOSKI/SCHOOL OF PROGRAM MGT/BLDG 226/RM 111/EXT (703) 805-4592

PURPOSE AND OBJECTIVES: To define the impacts of international armaments cooperation and sales, both potential and actual, on the Program Manager and theProgram Management Office, and identify the most appropriate course of action.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: APMC students taking this elective are encouraged to take the complementary international acquisition electives. Specifically recommended are elective #323, "SUCCESSFUL INTERNATIONAL COOPERATIVE ACQUISITION PROJECTS: NATO/EUROPE" and elective #268, "Successful International Cooperative Acquisition Projects: PACRIM."

356

TITLE: A MODEL FOR PROGRAM OFFICES: SOFTWARE ACQUISITION CAPABILITY MATURITY MODEL

FUNCTIONAL DISCIPLINE: Software Management (SM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX** - 30

INSTRUCTORS: L. DELLINGER/SOFTWARE MGT DEPT/BLDG 207/RM 221/EXT (703) 805-5419

SPONSORS: L. DELLINGER/SOFTWARE MGT DEPT/BLDG 207/RM 221/EXT (703) 805-5419

PURPOSE AND OBJECTIVES: The Software Capability Maturity Model (SW-CMM) was developed by the Software Engineering Institute to help software developers improve their development processes. Many developers have documented tangible quality improvement and cost reduction by using the model as a tool to help them target areas in which they have deficiencies. The government has reduced their risk in software intensive programs by using the model in source selection and contract monitoring. Come to this workshop and find out about the exciting new work that has been done to develop a model for the Program Management Office, and how you can use this model in the future.

PRESENTATION METHOD: Lecture/Discussion.

357

TITLE: USD (COMPTROLLER) BUDGET REVIEW PROCESS

FUNCTIONAL DISCIPLINE: Funds Management (FM)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX -** 36

INSTRUCTOR: MR. JOHN ROTH/DEP DIRECTOR, INVESTMENT/ USD(C)/ PENTAGON/RM 4B916/EXT (703) 695-2235

SPONSOR: L. ZIMMER/FUNDS MGT DEPT/BLDG 206/RM 207/EXT (703) 805-4430

PURPOSE AND OBJECTIVES: This elective is presented from the budget analyst's perspective, and is designed to prepare the student to deal with the OSD/OMB review. Preparing for and successfully negotiating the path through the budget review is one of the major challenges for the PM and the program office. The requirements for data, analyses, and documentation are frequently not well understood. In many cases, the issues and questions raised at the USD(C) review have not been addressed during the service review of the program. Topics to be addressed include: Current events in defense funding; USD(C) philosophy concerning the budget review; How OSD reviews programs; and What the budget analyst looks for.

PRESENTATION METHOD: Prepared presentation and discussion of student questions.

358

TITLE: THE DEFENSE BUSINESS OPERATIONS FUND (DBOF)

FUNCTIONAL DISCIPLINE: Funds Management (FM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX -** 36

INSTRUCTOR: MS. CHERI WILSON/CHIEF, SUPPLY MGT/OFC ASST SECY AF (FIN MGT & COMPT)/PENTAGON/RM 4D160/EXT (703) 614-3803

SPONSOR: L. ZIMMER/FUNDS MGT DEPT/BLDG 206/RM 207/EXT (703) 805-4430

PURPOSE AND OBJECTIVES: This elective is designed to introduce students to the philosophy of revolving funds, and the process of budgeting for support costs. DBOF will be discussed from the service headquarters perspective, focusing on the concepts of total cost visibility and full cost recovery. The discussion will address the environment within which DOD managers must deal with various infrastructure and support costs. Topics include: Current guidance and implementation; How DBOF works; DBOF business areas; Pricing and unit cost; and oversight & management.

PRESENTATION METHOD: Prepared presentation and discussion of student questions.

359

TITLE: A STANDARDS-BASED APPROACH TO INTEROPERABILITY

FUNCTIONAL DISCIPLINE: Systems Engineering (SE)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX -** 30

INSTRUCTOR: ALAN L. SKERKER/MRJ, INC.

SPONSOR: H. ALBERTS/RESEARCH, CONSULTING & INFO DIV/BLDG 205/RM 114/EXT (703) 805-3464

PURPOSE AND OBJECTIVES: This course examines the use of a standards-based approach for migrating systems to a common interoperable baseline. The lectures focus on the Common Imagery Ground/Surface System (CIGSS), a Defense Airborne Reconnaissance Office (DARO) program, to illustrate the issues involved in migrating closed proprietary systems to open systems solutions. Topics include the influences of multiple standards profiles, the commercial standards process, and hardware and software technology trends.

PRESENTATION METHOD: Lecture/Discussion. Participants will receive a copy of viewgraphs used in the presentation.

REMARKS: The Gulf War highlighted many interoperability problems among military systems. Some airborne ground stations, although parked in close proximity, could not exchange information because they were designed to collect, exploit, and disseminate data from different sensors. Airborne reconnaissance systems are by no means unique in this regard. Many systems built for both commercial and military customers provide stovepiped solutions to satisfy operational requirements. In the CIGSS program, the approach to eliminating stovepipes is to identify the key points of system interoperability and to describe the interfaces at those points in terms of commercial or imagery community developed standards. The proper use of standards protects trade secrets, promotes competition for systems and system components, leverages commercial research and development, and facilitates the insertion of new technologies.

360

TITLE: MEMORY MAGIC

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX -** 30

INSTRUCTOR: D. FREEDMAN/PRINCIPLES OF PROGRAM MGT DEPT/ BLDG 205/RM 204/EXT (703) 805-2428

SPONSOR: D. FREEDMAN/PRINCIPLES OF PROGRAM MGT DEPT/ BLDG 205/RM 204/EXT (703) 805-2428

PURPOSE AND OBJECTIVES: DSMC's resident magician will reveal the secrets behind his tricks. No, not the magic but the secrets to improving your ability to remember things.

Are you able to recall the main points made at an important meeting? Are you admired for your ability to summarize what others have said after being given some complicated instruction? Are you often frustrated because you forgot about a meeting or can't recall someone's name?

You are presented daily with hundreds of opportunities to remember. Whether attending meetings, following directions and instructions, participating in training or other learning situations, good memory skills enhance your professional image and increases productivity. Your organization suffers when you do not remember well. Good memory skills will enhance your professional image and increase your productivity. Poor memory skills can inhibit career advancement.

Memory is a skill. Like any skill, it can be improved with practice. This elective is for you if you want to better remember information in a variety of situations, especially work. You can have fun learning to improve your ability to remember. The elective will give you a variety of memory strategies, mnemonics, and other techniques that you can use to improve your memory.

PRESENTATION METHOD: Lecture/Discussion/In-class Exercises.

361

TITLE: CURRENT ACQUISITION ISSUES-A JOINT PERSPECTIVE

FUNCTIONAL DISCIPLINE: Acquisition Policy (AP), Principles of Program Management (PM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 7 **MAX** - 30

INSTRUCTORS: CDR S. YATES/JOINT STAFF ACQUISITION AND TECHNOLOGY DIVISION, J-8

SPONSOR: R. CERNOHORSKY/ACQUISITION POLICY DEPT/BLDG 202/ RM 200/EXT (703) 805-4990

PURPOSE AND OBJECTIVES: To provide participants the opportunity to hear and discuss current acquisition issues with a member of the Joint Staff.

PRESENTATION METHOD: Lecture/Discussion.

362

TITLE: C4I INTEROPERABILITY ISSUES - A JOINT PERSPECTIVE

FUNCTIONAL DISCIPLINE: Acquisition Policy (AP), Principles of Program Management (PM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 7 **MAX** - 30

INSTRUCTORS: LTCOL R. SIMPSON/JOINT STAFF ARCHITECTURE AND INTEGRATION DIVISION, J-6

SPONSOR: R. CERNOHORSKY/ACQUISITION POLICY DEPT/BLDG 202/ RM 200/EXT (703) 805-4990

PURPOSE AND OBJECTIVES: To provide participants the opportunity to hear and discuss current C4I Interoperability issues with a member of the Joint Staff.

PRESENTATION METHOD: Lecture/Discussion.

363

TITLE: OUTSOURCING AND PRIVATIZATION

FUNCTIONAL DISCIPLINE: Contract Management (CM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX -** 40

INSTRUCTOR: T. DOLAN/EXECUTIVE INSTITUTE/VISITING PROFESSOR/ACQUISITION LAW CHAIR

SPONSOR: G. LEBOEUF/EXECUTIVE INSTITUTE/NAVY CHAIR/BLDG 202/RM 205/EXT (703) 805-4857

PURPOSE AND OBJECTIVES: This elective provides an overview of the policy currently being developed in the Pentagon in this important area. Many feel that O&P will become the most important activity in DOD to support future modernization efforts. Discussions will start with a review of the current policy documents and will continue in identifying potential topics being considered for O&P and the processes being considered to effect the changes. Time will be spent in leading class discussions in identifying potential areas that program managers need to be considering in connection with the potential impact of O&P of their program.

PRESENTATION METHOD: Lecture/Handouts.

REMARKS: First, there was BRAC, then there was Acquisition Reform, and now there is Outsourcing & Privatization. This elective will provide an awareness overview of how each of these activities needs to be considered by today's program manager.

364

TITLE: JOINT STRIKE FIGHTER (JSF), THE NEXT GENERATION SINGLE ENGINE FIGHTER, A PROGRAM OVERVIEW

FUNCTIONAL DISCIPLINES: Program Management (PM), Acquisition Policy (AP)

CREDIT HRS: 2 **CLASSROOM HRS**: 2 **OUTSIDE PREP HRS**: 0

CLASS SIZE: **MIN** - 12 **MAX** - 30

INSTRUCTORS: COLONEL B. LYONS/JSF PROGRAM OFFICE

SPONSOR: A. GREENLEE/PRINCIPLES OF PROGRAM MGT DEPT/BLDG 202 RM 221/EXT (703) 805-4987

PURPOSE AND OBJECTIVE: Provides an overview of this major multi-billion dollar, joint/allied program, from its pre-MS 0 to its current acquisition status. Overview will include a discussion and appreciation of the program progressed through its complex requirements generation processes to its current advanced development, pre-EMD approach.

REMARKS: The JSF is DOD's top acquisition program. We are fortunate to have Col Lyons come brief on how this major program has "hecked down" its requirements while implementing all the key aspects of IPPD early on. Colonel Lyons has been with the former JAST, now JSF program almost since its inception in late 1994. He has prior program office experience with the F-22 and F-15 programs, and you will enjoy his straightforward, insightful comments on how this program and next generation system has progressed.

365

TITLE: DEFENSE ACQUISITION DESKBOOK USER'S GUIDANCE

FUNCTIONAL DISCIPLINES: Acquisition Policy (AP), Software Management (SM)

CREDIT HRS: 2 **CLASSROOM HRS**: 2 **OUTSIDE PREP HRS**: 0

CLASS SIZE: **MIN** - 7 **MAX** - 30

INSTRUCTORS: LT COL D. LONDON/DAD JOINT PROGRAM OFFICE WPAFB, OH

SPONSOR: B. FAULK/ACQUISITION POLICY DEPT/BLDG 202/RM 211A/EXT (703) 805-4987

PURPOSE AND OBJECTIVES: To provide participants with a working knowledge of the Defense Acquisition Deskbook, how to use it and where to go for help.

PRESENTATION METHOD: Background presentation and hands-on, using the Electronic Classroom computers and the Deskbook loaded on the LAN.

REMARKS: The Defense Acquisition Deskbook is a software system that permits the automated distribution of acquisition policy and procedures throughout the DOD acquisition community. It is a joint program benefiting the entire acquisition community. The three components of the Deskbook are the reference system, software tool catalog and the Acquisition Management (AM) bulletin board. The reference system holds all mandatory and discretionary acquisition policy and procedures for the Department, and is being developed and distributed to all persons responsible for acquisition functions. The software tool catalog details computer based data and decision making tools available for program management use. The AM bulletin board is the avenue for queries to designated acquisition policy experts. The Deskbook is still in concurrent development and fielding with CD-ROMs being distributed quarterly to update and add additional information.

366

TITLE: POSITIONING YOURSELF FOR THE SENIOR EXECUTIVE SERVICE (SES)

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 30

INSTRUCTOR: G. LEBOEUF/EXECUTIVE INSTITUTE/NAVY CHAIR/ BLDG 202/RM 205/EXT (703) 805-4857

SPONSOR: G. LEBOEUF/EXECUTIVE INSTITUTE/NAVY CHAIR/BLDG 202/RM 205/EXT (703) 805-4857

PURPOSE AND OBJECTIVES: This workshop discusses the five Executive Core Qualifications (ECQ) that are mandatory for entry into the SES. Examples of Office of Personnel Management (OPM) approved ECQ's are provided. In addition, this workshop discusses the Department of the Navy's (DON) Civilian Leadership Development (CLD) program. The DON CLD framework goal is to improve the leadership skills and competencies of all civilian managers. The CLD establishes guidelines that serve as the framework for programs that will provide leadership training to civilian employees at the entry level through the senior levels in the DON. The cornerstone for CLD is mentoring, training, and developmental assignments. Each CLD participant will be required to have a mentor and an Individual Leadership Development Plan (ILDP). The CLD will give all employees an opportunity to participate in training and developmental assignments across DON as well as in external organizations, and allow civilian employees to acquire the leadership competencies, described below, needed for the ECQ:

FOUNDATION COMPETENCIES:

Oral Communication
Written Communication
Problem Solving
DON Mission/Organization Awareness
Interpersonal/Team Skills
Self-direction
Quality Principles
Navy Core Value
Customer Orientation
Flexibility
Decisiveness
Technical Competence
Diversity Awareness

SUPERVISOR:

Situational Leadership
Demonstrate Core Values
Managing Diverse Workforce
Coaching/Counseling
Conflict Management
Change Management
Team Building
Influencing/Negotiating
Human Resource Management

MANAGERS:

Innovative Thinking
Program Development/ Planning and Evaluation
Model/Reinforce Core Values
Resource Management
Technology Management
Process Oversight Management
Mentoring
Presentation/Marketing Skills
Risk Management

EXECUTIVES:

Strategic Vision
External Awareness
Organizational Representational & Liaison
Joint Service Perspective

PRESENTATION METHOD: Lecture with handouts, encouraging participation by the students through continual question and answer dialogue.

REMARKS: Mr. Gibson G. LeBoeuf, a member of the Senior Executive Service, became the Navy Chair at the Defense Systems Management College (DSMC) in August 1992. In this position, he is the senior liaison between the College on the latest acquisition policies, practices, and trends within the Navy. Prior to Mr. LeBoeuf's present position, he was Department Head in the Strategic Weapons Systems supporting the TRIDENT/POLARIS/POSEIDON Strategic Weapons Systems (SWS) program. Before assuming the Navy Chair position at DSMC, Mr. LeBoeuf was on the staff of the Honorable Malcolm Wallop, United States Senate, where he was a Legislative Fellow primarily involved with the Senate Armed Services Committee defense-related issues.

367

TITLE: SINGLE PROCESS INITIATIVE (SPI)

FUNCTIONAL DISCIPLINES: Contract Management (CM), Manufacturing Management (MM)

CREDIT HRS: 2 **CLASSROOM HRS**: 2 **OUTSIDE PREP HRS**: 0

CLASS SIZE: **MIN** - 10 **MAX** - 50

INSTRUCTORS: A REPRESENTATIVE FROM THE DEFENSCONTRACT MANAGEMENT COMMAND (DCMC)
POC: D. DAVY/DCMC LIAISON TO DSMC/EXT (703) 805-5491

SPONSOR: L. GROOME/CONTRACT MGT DEPT/BLDG 204/RM 204/EXT (703) 805-4475

PURPOSE AND OBJECTIVES: To provide participants with an understanding of this OSD initiative and its impact on industry and the defense acquisition process.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: This presentation will be given by a member of the Defense Contract Management Command (DCMC) and will address the SPI and the roles industry, DCMC, and the military departments and agencies play in selecting and approving contractor operating and business processes to become the standard required in DOD contracts.

368

TITLE: WINDOWS 95: WHAT'S NEW . . . WHAT'S DIFFERENT . . . HOW IT CAN BE THE SAME

FUNCTIONAL DISCIPLINE: Software Management (SM)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 300

INSTRUCTOR: B. WARNER/AUTOMATION DEPT/BLDG 209/RM 118/EXT (703) 805-3700

SPONSOR: B. WARNER/AUTOMATION DEPT/BLDG 209/RM 118/EXT (703) 805-3700

PURPOSE AND OBJECTIVES: Provide an overview and status of Microsoft Windows '95 and Microsoft Office for Windows 95, with emphasis on what's different and how to make things look and feel the same for ease of migration to the new interface.

PRESENTATION METHOD: Lecture/Discussion.